R4140-3U

1991 U.S. SENATE EMPLOYMENT PRACTICES:

A STUDY OF STAFF SALARY, TENURE, DEMOGRAPHICS AND BENEFITS

Made possible by grants from:

Communications Workers of America, AFL-CIO, CLC
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A Congressional Management Foundation Guidebook

ACKNOWLEDGEMENTS

This report could not have been completed without the contributions of many people. Our first thanks must go to the 57 Senate offices that took the time to respond to the extensive questionnaire on which this report is based. This response rate would not have been possible without the assistance of the Management Group (the Association of Democratic Office Managers) and the Republican Conference. The leaders of these groups encouraged offices to participate and provided invaluable assistance throughout the study.

The Congressional Management Foundation is deeply grateful to the sponsors of this project who understood the value of this study and supported its efforts to provide Senate offices with a comprehensive report. The sponsors of the report are:

Communications Workers of America, AFL-CIO, CLC

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CMF was fortunate to receive expert statistical support from the Social Science Research Center at Mississippi State University. Dr. Art Cosby, Mr. Jon Carr, Dr. Frank M. Howell, and Ms. Ruth Haug played leading roles in designing the questionnaire, tabulating the data, and conducting statistical analyses. This study also benefitted from the analytic insight of R. Scott Ralls of the University of Maryland's Industrial and Organizational Psychology Department.

Numerous Senate staff supported this project with sound advice, keen interest, and substantial contributions of time. In their roles as leaders of the office manager associations, Vertell Floyd Simmons of the Republican Conference and Leslie Finn of the Management Group were involved from start to finish. We would also like to thank Donna Beck, Betty Bunch, Nancy Cuddy, Beverly Henderson, Kevin Lane, and Margo Rushing for their assistance in sharpening the focus of the report.

We also owe thanks to interns and friends who helped with the research, writing, and proofreading. In ways large and small, this report was improved through the efforts of Cathy Horton, Karen Kedrowski, Robert Lueckel, Julie Mangurten, Lorie Savin, Brett Sweitzer, and Irene Witt. We owe thanks as well to the National Aeronautics and Space Administration for making Ms. Horton available to CMF.

Finally, I must acknowledge the valuable role played by Richard Shapiro, Executive Director of the Congressional Management Foundation, who participated in every stage of this project by asking all of the right questions.

David Twenhafel

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by
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SUMMARY OF KEY FINDINGS

Senate Staff Salaries

- The average 1991 salary across all positions for Senate personal office staff was **$33,094**, a 17.3 percent increase since 1988 or an annualized average of 5.5 percent.
- Federal civilian workers earned on average $33,736 -- two percent more than Senate staff.
- The gap between federal and Senate pay is much greater when comparing Washington salaries. The average salary of Washington Senate staff is $35,802 whereas white-collar federal employees working in Washington are making $42,413 -- an 18 percent differential.
- Private sector workers earn 28 percent more than their federal civilian counterparts and approximately 30 percent more than Senate staff.

Job Tenure

- Average tenure in position decreased significantly between 1988 and 1991 for the four highest paid positions in Senate personal offices: 21 percent for Administrative Assistants, 19 percent for State Directors, 24 percent for Press Secretaries, and 34 percent for Legislative Directors.
- Between 1988 and 1991 average tenure in position increased or remained stable in 11 of 19 positions and decreased in eight positions.
- Forty-one percent of Senate personal office staff in Washington have been in their jobs for one year or less.
- Rapid turnover afflicts virtually every position. In particular, 35 percent of Administrative Assistants, 35 percent of Legislative Directors, 34 percent of Legislative Assistants, and 39 percent of Press Secretaries have been in their jobs one year or less.

Employee Benefits

- More than 40 percent of Senate offices provide at least four weeks of paid maternity leave and 39 percent provide up to two weeks of paid paternity leave. In comparison, three percent of medium and large private sector firms offer paid maternity leave and one percent offer paid paternity leave.
- More than half of Senate offices offer merit-based raises to staff.
- At least two weeks of paid vacation is provided to all full-time staff in approximately two-thirds of Senate offices.

House - Senate Comparisons

- Among higher paying positions, Senate staff earn substantially more than their House counterparts. Senate AAs earn 25 percent more than House AAs. Senate LDs, Press Secretaries, Office Managers, and LAs earn about 50 percent more than their House counterparts.
- Senate personal office staff tend to have more total Congressional work experience than their House counterparts, although not more experience in their current job.

Race

- Black Senate staff earn 83 percent of the pay of white Senate staff and Hispanic staff earn 75 percent of white staff pay. Nationally, African Americans earn 77 percent and Hispanics 69 percent of white workers.

- These differences in pay are due to African American and Hispanic over-representation in lower paying jobs and under-representation in higher paying jobs. Minorities comprise 13.4 percent of Senate staff but only 6.3 percent of all Administrative Assistants, Legislative Directors, Press Secretaries, and State Directors.

- Minorities have lower employment rates in Senate offices than in the U.S. labor force. African Americans comprise 8.1 percent and Hispanics 3.2 percent of Senate staff. Nationally, African Americans comprise 10.1 percent and Hispanics 7.5 percent of the labor force.

Gender

- Senate female staff earn 78 percent of the pay of male Senate staff. In comparison, female federal civilian workers earn 70 percent of their male counterparts; nationally, women earn 71 percent of men and, in the private sector, 68 percent.

- The difference in pay between male and female staff is due to women being over-represented in lower paying jobs and under-represented in higher paying jobs. Women comprise 31 percent of all Administrative Assistants, Legislative Directors, Press Secretaries, and State Directors.

- Women comprise 62 percent of Senate personal office staff, a much greater proportion than their 45 percent share of the national labor force.

- Women have been in their current position almost 50 percent longer than men and have almost one-third more Congressional experience.

General Demographic Information

- The average age of Senate personal office staff is 34.6 years. The U.S. labor force averages 36.6 years and federal civilian employees average 42.3 years.

- Twenty-five percent of Senate staff are 25 or younger.

- Educational achievement is strongly correlated with the jobs staff attain and the salary they receive. For example, staff with master's degrees average $15,000 more than staff with only bachelor's degrees; staff with law degrees average $23,000 more than staff with only bachelor's degrees.

- Senate personal office staff are better educated than their federal executive branch counterparts. Seventy-nine percent of Senate staff have at least a bachelor's degree. In comparison, 35 percent of federal civilian employees have bachelor's degrees.

- Fifty-seven percent of Senate personal office staff are single. Sixty-five percent of Senate Washington staff are single.

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PURPOSE OF THIS REPORT

The congressional staff job market is a relatively free market. Salaries of staff are largely set by supply and demand forces with very few regulations influencing the operation of the market. For example, there is no established pay scale, no job qualification requirements, and no formal candidate selection process. The only constraints facing Senate offices are a fixed overall salary budget (that varies by office), a salary ceiling, and a minimum salary. Within these general constraints, the salaries of Senate staff are usually decided by negotiations between the employer and the employee. For this negotiation process to work efficiently, economic theory tells us that both employers (buyers of labor) and employees (sellers of labor) should be knowledgeable about the activities and practices of the labor market. Without this information, buyers and sellers will have difficulty agreeing on fair market prices and the negotiation process will too often lead to inefficient agreements - the overcompensation of some staff and undercompensation of others. A secondary effect of inefficient agreements is buyer and seller dissatisfaction and its potential for lowered morale, increased staff turnover, and needless acrimony.

The Congressional Management Foundation produces House and Senate personal office salary surveys for Members and staff to promote a fair and efficient labor market that enhances the morale and performance of congressional offices.

New Data Featured in this Report

In our 1988 Senate salary study, CMF looked at the relationship between staff salaries and staff job tenure. This approach allowed managers to see how a single variable -- job tenure -- affected pay. Although this correlation provided useful data, we were aware that the picture was far from complete because many other variables are related to pay. This year's survey looked at 12 additional variables to paint a more complete picture of the factors that affect pay. For each staff member we collected information on these variables: years of experience in the Member's office, years of experience in Congress, years of experience outside of Congress, educational attainment, age, race or ethnicity, gender, marital status, level of responsibility, staff location, Member's party, and Member's term in office.

In addition to using multiple regression analysis to determine which demographic variables affect the pay of staff for each of 21 positions, we also aggregated the salary and demographic data across all positions to provide important management information about staff trends within the whole Senate.

This report also provides aggregate data on office-wide employment and benefits practices. We believe this information will help individual offices compare their practices to the norms of the Senate.

A Word of Caution

This report goes a long way toward describing the pay practices of Senate personal offices. It does not, however, contain all of the information needed by buyers and sellers of labor in the Senate. We cannot measure all relevant and legitimate factors that may affect staff pay. The actual negotiation process should consider a range of other possible factors such as loyalty, job performance, and even regional variations in the cost of living. This report should be used as one of several tools to help offices and staff better understand the Senate labor market.

ANALYSIS OF SAMPLE

Sample Size of the Data Base

A questionnaire was sent to 99 Senate personal offices.[1] Fifty-seven Senate offices, 57.6 percent, completed the questionnaire. Responses came from offices representing 40 states and provided CMF with salary, tenure, and demographic data for 1,997 Senate personal office staff.

Analysis of Responses by Political Party

	Number	Percent
Democrat	32	56%
Republican	24	42%
Unknown	1	2%

At the time of our survey, 56.6 percent of Senate offices were Democratic and 43.4 percent were Republican. Our sample almost perfectly reflects the actual proportions of Democratic and Republican offices.

Analysis of Responses by Member Tenure

Member term	Responses %	Actual %
1st Term	33%	29%
2nd Term	16%	17%
3rd Term	32%	31%
4th or more	18%	23%
Unknown	2%	0%

The distribution of our sample by Member tenure closely parallels the seniority distribution of the 102nd Senate.

Analysis of Responses by State Population

1990 State Population	Responses %	Actual %
<= 2 million	35%	34%
2 - 5 million	40%	36%
5 - 10 million	11%	16%
> 10 million	12%	14%
Unknown	2%	0%

A review of responses by state population indicates that our sample parallels the actual breakdown of offices by state population with responses slightly under-representing the more populous states.[2]

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[1] One Senate seat was vacant at the time of our survey. Consequently, comparative statistics in this section assume a maximum of 99 Senate offices.

[2] Appendix A lists the states in each population category.

Analysis of Responses by Region

Region	Responses %	Actual %
South	23%	22%
Rocky Mountain	19%	16%
New England	14%	12%
Plains	12%	12%
Midwest	11%	10%
Border	9%	10%
Pacific	9%	10%
Mid-Atlantic	2%	7%
Unknown	2%	0%

A review of the responses by region shows that our sample closely parallels the actual breakdown of offices by region.[3] Only the Mid-Atlantic states are significantly under-represented in the sample.

Conclusion

Our sample accurately reflects the actual composition of the Senate on each of the above measures. This strongly supports the conclusion that the data in this report are reliable.

[3] Appendix B lists the states in each region.

AGGREGATE DATA

AGGREGATE DATA

Methodology

In preparing this section of the report, we aggregated the individual salary and demographic data of nearly 2,000 staff in order to better understand the demographic composition, pay, and employment trends of Senate staff.

In addition to reporting overall aggregate data (e.g., average salary, average age), we wanted to explore in greater depth the relationship among demographic variables and between demographic variables and salary (e.g., average salary by educational degree, tenure in position by gender). To conduct these cross-tabulations, we asked offices in our survey to provide the following information for every staff member in the personal office:

- age;
- race;
- gender;
- educational attainment;
- marital status;
- non-Congressional work experience;
- tenure in current position;
- tenure in current office;
- overall tenure in Congress; and
- level of responsibility in position (or, how closely the staffer's responsibilities matched our job description).

These individual staff demographic variables were then cross-tabulated by Member tenure (term in office) and Member party affiliation. We have included in this report those analyses that we believe are the most meaningful and that provide offices with useful management information.

In addition, much of the following aggregate data is presented in three categories: all staff, Washington staff, and state staff. We believe these breakdowns help in understanding the source of trends and convey differences in demographics, hiring practices, and salaries between Washington and state staff.

The findings presenting in this portion of the report are divided into four sections:

1) Aggregate Demographic Information
2) Aggregate Tenure Information
3) Aggregate Salary Information
4) Office Data

Finally, we have compared many of the results in this study to the results of a similar survey conducted in 1990 by the Congressional Management Foundation in the U.S. House of Representatives. For readers desiring more detailed comparisons than included here, that report, *1990 U.S. House of Representatives Employment Practices: A Study of Staff Salary, Tenure and Demographics* is available from the Congressional Management Foundation. Wherever possible, we have also provided comparative data from our 1988 report on Senate staff salaries and tenure as well as data about the U.S. population and employees in the public and private sectors.

PART 1: AGGREGATE DEMOGRAPHIC INFORMATION

AGGREGATE AGE INFORMATION

Average Age of Staff

	Total	Washington	State
Average Age	34.6	32.6	38.5

While the average age of Senate staff is about 35, the range extended from 19 to 73. Twenty-five percent are 25 or younger while 30 percent are 40 or older.

This age structure is approximately the same as that of staff in House offices where the average age in 1990 was 34.8.

Senate staff are slightly younger than the U.S. labor force, which in 1990 had a median age of 36.6.[4] Senate staff are younger than federal civilian employees, whose average age is 42.3.[5]

Age by Member Tenure

	Average Age in Years
1st Term	32.9
2nd Term	34.1
3rd Term	35.7
4th or more	36.3

Age Distribution by Member Tenure

Age Group	1st Term	2nd Term	3rd Term	4th or More	Total
Under 24	19.7%	20.1%	18.6%	18.0%	19.1%
25-29	28.2%	24.1%	20.6%	20.1%	23.7%
30-34	17.8%	15.8%	14.1%	15.6%	15.9%
35-39	12.2%	10.4%	10.8%	10.5%	11.2%
40-44	8.5%	9.0%	13.0%	11.1%	10.4%
45-49	6.2%	9.4%	8.3%	9.3%	7.9%
50-54	3.7%	6.1%	6.7%	6.0%	5.4%
55-59	1.9%	2.2%	4.0%	4.2%	3.0%
60-64	0.9%	2.5%	3.4%	3.3%	2.4%
65+	0.9%	0.4%	0.5%	2.1%	0.9%

The average age of staff tends to increase as Senators' tenure increases. First term Senators employ few staff who are 50 or older.

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[4] U.S. Bureau of Labor Statistics, unpublished data.

[5] *Profile of the "Typical" Federal Non-Postal Civilian Employee*, by Christine E. Steele, Office of Personnel Management, Sept. 30, 1990.

Age by Party Affiliation

	Average Age in Years
Democrat	34.7
Republican	34.4

There is virtually no difference in staff age by Senators' political affiliation.

AGGREGATE EDUCATIONAL ATTAINMENT INFORMATION

Educational Attainment of Staff

	Total	Washington	State
High School or less	6.6%	5.9%	7.9%
Some College	14.6%	10.3%	23.1%
Bachelor's Degree	62.0%	63.7%	58.5%
Master's Degree	9.6%	11.0%	6.8%
Law Degree	5.5%	6.9%	2.7%
Doctorate Degree	1.7%	2.1%	1.0%

Senate staff are well-educated with 78.8 percent having a minimum of a bachelor's degree and 16.8 percent holding advanced degrees. The comparable figures for House staff in 1990 were 76 and 13 percent.

Staff based in Washington offices have greater educational training than state staff. Washington staff are twice as likely to hold advanced degrees and half as likely not to have graduated from college.

Congressional staff have significantly greater educational training than federal civilian employees, 35 percent of whom have at least a bachelor's degree.[6] In the general U.S. adult population, 17 percent have at least a bachelor's degree.[7]

[6] *Profile of the "Typical" Federal Non-Postal Civilian Employee*, by Christine E. Steele, Office of Personnel Management, Sept. 30, 1990.

[7] Census Bureau, *Current Population Reports*, Series P-70, No. 21 (Spring 1987).

AGGREGATE GENDER INFORMATION

In this section of the report we compare staff employment, job tenure, educational attainment, marital status, age, and type of position by gender.

Disaggregation by Gender and Staff Location

	Total	Washington	State
Female	62.3%	59.2%	68.2%
Male	37.7%	40.8%	31.8%

Women comprise more than three-fifths of Senate staff. The difference in the ratio of women to men is more pronounced in state offices than in Washington.

These figures are similar to those of House staff in 1990. Overall, 60.5 percent of House staff were female and women comprised 70 percent of district staff.

Forty-three percent of federal civilian employees are women.[8] As of March 1991, women comprised 45.4 percent of the U.S. labor force.[9]

Tenure by Gender

Average Years in	Female	Male
Position	3.9	2.7
Office	4.7	3.4
Congress	6.2	4.7

Women have more experience than men in their current job, in their current office, and in the legislative branch. Women have been in their current position almost 50 percent longer than men and have almost one-third greater legislative branch experience.

Distribution of Educational Attainment by Gender and Location

	Total		Washington		State	
	Male	Female	Male	Female	Male	Female
High School or less	1.4%	9.6%	0.8%	9.4%	3.1%	9.9%
Some College	6.3%	19.6%	5.3%	13.8%	8.7%	29.8%
Bachelor's	65.5%	59.9%	64.1%	63.4%	69.2%	53.7%
Master's	13.2%	7.4%	14.4%	8.7%	10.3%	5.2%
Law	10.3%	2.7%	11.6%	3.7%	6.7%	0.9%
Doctorate	3.3%	0.8%	3.7%	1.0%	2.1%	0.5%

A substantially larger proportion of men than women hold at least a bachelor's degree, a pattern that is true among Washington and state-based staff. Overall, more than 90 percent of male staff have at least a bachelor's

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[8] *Profile of the "Typical" Federal Non-Postal Civilian Employee*, by Christine E. Steele, Office of Personnel Management, Sept. 30, 1990.

[9] U.S. Bureau of Labor Statistics, unpublished data.

degree while for women the figure is 70 percent. In both Washington and state offices, more than twice as many men as women hold advanced degrees.

Marital Status by Gender

	Married	Single
Female	42.8%	57.2%
Male	43.6%	56.4%

Similar proportions of men and women are married.

Age Distribution by Gender

Age Group	Female	Male
Under 25	17.6%	21.2%
25-29	22.6%	25.5%
30-34	15.6%	16.8%
35-39	11.4%	10.9%
40-44	11.1%	9.2%
45-49	8.6%	6.3%
50-54	5.9%	4.5%
55-59	3.7%	1.9%
60-64	2.7%	2.4%
65+	0.7%	1.3%
Average Age	**35.2**	**33.3**

Women in Senate offices are, on average, two years older than men. Predictably, men are more heavily clustered in the younger age categories. Almost half, 47 percent, of all men are under the age of 30 while just over 40 percent of women are under 30.

Type of Position by Gender

We report the composition by gender for each position in a later section of this study. Unsurprisingly, it often differs substantially from the overall averages. In the table below we have grouped positions that are at similar levels of responsibility in the organizational hierarchy of an office staff and disaggregated them by gender.

Type of Position*	Female	Male	Number of Staff
Leadership	30.8%	69.2%	208
Policy	39.1%	60.9%	522
Midlevel	67.7%	32.3%	644
Clerical	82.1%	17.9%	346

In comparison to the overall composition of Senate personal staff, males hold a disproportionate share of Leadership and Policy positions. At the lowest organizational level, females hold a disproportionate share of Clerical positions.

This pattern in Senate offices is generally consistent with patterns in the workplace nationwide. A 1990 study of 17 federal executive agencies found that 9.9 percent of Senior Executive Service/GM 16-18 positions are filled by women.[10] A recent study of corporate officers in the 500 largest U.S. companies, for example, found that less than 3 percent were female.[11] The same study found that women comprise 40 percent of all executive, management, and administrative positions.

*** Position Category Definitions**

Leadership positions: Administrative Assistant, Legislative Director, Press Secretary, and State Director.

Policy positions: the four **Leadership** positions plus Legislative Assistant, General Counsel, and Special Assistant.

Midlevel positions: Office Manager, Systems Administrator, Correspondence Director, Projects Director, Washington Caseworker, Regional Director, State Caseworker, and Field Representative.

Clerical positions: Receptionist, Office Assistant (Secretary/Clerk), Computer Operator, Correspondence Assistant (Mail Room Staffer), and State Office Assistant.

AGGREGATE RACIAL AND ETHNIC INFORMATION

In this section of the report we compare staff employment, age, gender, educational attainment, and type of position by race and ethnicity. Offices were surveyed as to staff membership in the following racial and ethnic groups: black, white, Hispanic, and other. A previous CMF survey had indicated that congressional employees belonging to other racial or ethnic groups, such as Native American, were too few in number to enable reporting their data separately while protecting the anonymity of individual staff members. Consequently, all non-black, non-Hispanic minority staff are included in the catch-all group titled Other.

Disaggregation by Race and Staff Location

	Total	Washington	State
Black	8.1%	7.4%	9.4%
White	86.7%	88.9%	82.6%
Hispanic	3.2%	1.7%	6.0%
Other	2.0%	2.0%	1.9%

Minority staff are more likely to work in state offices while white staff are more likely to work in Washington.

The racial composition of Senate offices is generally comparable to that of House offices in 1990 although two differences stand out. African Americans comprised 9.4 percent of House staff but only 8.1 percent of Senate staff. All other minorities in the House comprised only 1.1 percent while in the Senate it is nearly twice that.

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[10] Federally Employed Women, Inc., *Report of a Study on Women and the Federal Women's Program in the Federal Government*, May 1991.

[11] "Study Finds Few Women Hold Top Executive Jobs," by Karen Ball, *Washington Post*, August 26, 1991, p. A11. The Feminist Majority Foundation conducted the study.

Minorities have lower employment rates in Senate and House offices than in the U.S. labor force. Minorities comprise 22 percent of the labor force but only 13 to 14 percent of congressional staff in personal offices. African Americans comprise 10.1 percent of the labor force, Hispanics 7.5 percent, and Asians 2.6 percent.[12]

Age by Race and Ethnicity

	Black	White	Hispanic	Other
Under 25	13.6%	19.7%	13.3%	15.4%
25-29	19.3%	23.6%	33.3%	30.8%
30-34	21.4%	15.6%	20.0%	10.3%
35-39	20.0%	10.5%	5.0%	17.9%
40-44	10.0%	10.5%	11.7%	5.1%
45-49	6.4%	7.6%	11.7%	12.8%
50-54	5.7%	5.5%	3.3%	2.6%
55-59	0.7%	3.3%	0.0%	2.6%
60-64	2.1%	2.7%	1.7%	2.6%
65+	0.7%	1.0%	0.0%	0.0%
Average Age	**34.8**	**34.6**	**33.2**	**34.2**

The average age of staff does not vary by race and ethnicity. However, the distribution by age does vary. Staff in the three minority categories are more tightly concentrated between ages 25 and 44 than whites. One-fifth of white staff are under age 25, a proportion about 50 percent greater than that of African Americans and Hispanics. A greater proportion of whites is also found among staff age 50 and older.

Educational Attainment by Race and Ethnicity

	Black	White	Hispanic	Other
High School or less	19.7%	5.1%	11.5%	7.7%
Some College	28.9%	13.1%	18.0%	20.5%
Bachelor's	40.1%	64.5%	57.4%	46.2%
Master's	4.9%	10.1%	6.6%	12.8%
Law 6.3%	5.3%	6.6%	12.8%	
Doctorate	0.0%	2.0%	0.0%	0.0%

Educational attainment varies by race and ethnicity with college degrees most common among whites being and least common among African American. No minority staffer in our sample holds a doctoral degree.

Gender by Race and Ethnicity

	Black	White	Hispanic	Other
Female	74.7%	60.8%	69.4%	69.2%
Male	25.3%	39.2%	30.6%	30.8%

Women, who comprise more than 60 percent of Senate personal staff, constitute a clear majority of staff in every racial and ethnic group. A greater proportion of minorities than whites is female.

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[12] "Race in the Workplace," *Business Week*, by Howard Gleckman, et. al., July 8, 1991.

Staff Race and Ethnicity by Member Party Affiliation

	Black	White	Hispanic	Other	Total
Democrat	82.3%	56.4%	65.6%	87.2%	59.4%
Republican	17.7%	43.6%	34.4%	12.8%	40.6%

Minority staff, especially African Americans and those in the Other category, are disproportionately employed in Democratic offices.

Type of Position by Staff Race and Ethnicity

The individual position analyses in a later section of this study report the racial and ethnic composition of staff for each position. In the table below we have grouped positions that are at similar levels of responsibility with respect to the organizational hierarchy of an office staff and disaggregated them by race and ethnicity. (See page 11 for position category definitions.)

Type of Position	Black	White	Hispanic	Other	Number of Staff
Leadership	3.9%	93.7%	0.5%	1.9%	207
Policy	3.6%	92.5%	1.7%	2.1%	521
Midlevel	9.0%	84.3%	5.0%	1.7%	644
Clerical	17.9%	75.4%	3.5%	3.2%	346

In comparison to the overall racial and ethnic composition of Senate personal staff, whites hold a disproportionate share of Leadership and Policy positions. At the lowest organizational level, minorities, especially African Americans, hold a disproportionate share of Clerical positions.

This pattern is generally consistent with the demographic information reported above. Previous tables revealed correlations between race and educational attainment and between race and staff age 50 and older. As is evident from the information in the individual position analyses, staff in Leadership and Policy positions have high levels of educational attainment and are older than average.

This pattern in Senate offices is also generally consistent with racial patterns in the workplace nationwide. A study of senior executives in the largest U.S. companies found that nearly 97 percent were white.[13] Figures from the U.S. Bureau of Labor Statistics show that 27.9 percent of whites are managers or professionals while the number for African Americans is 16.5 percent. The disparity is worse among administrators: 31.6 percent of whites and 7.4 percent of African Americans. About five percent of American professionals are African American. Hispanics hold about four percent of the nation's white collar jobs, a proportion that is only half as large as their share of the labor force.

[13] All of the statistics in this paragraph are taken from "Race in the Workplace," *Business Week*, by Howard Gleckman, et. al., July 8, 1991.

AGGREGATE MARITAL STATUS INFORMATION

In this section of the report we compare staff employment, age, race and ethnicity, and educational attainment by marital status. Offices were asked whether staff were married or single. Our survey did not attempt to differentiate single staff into more refined categories.

Marital Status of Staff

	Total	Washington	State
Single	56.9%	64.6%	42.3%
Married	43.1%	35.4%	57.7%

More than half of all Senate personal office staff are single. Marital status, however, varies dramatically by staff location with almost two-thirds of Washington staff being single and more than half of state staff being married.

Age Distribution by Marital Status

Age Group	Single	Married
Under 24	30.9%	3.4%
25-29	31.4%	13.7%
30-34	12.9%	20.2%
35-39	7.4%	16.2%
40-44	6.0%	16.1%
45-49	5.0%	11.4%
50-54	3.2%	8.2%
55-59	1.6%	4.7%
60-64	1.2%	4.4%
65+	0.4%	1.6%
Average Age	**30.7**	**39.7**

On average, single staff are nine years younger than married staff. Single staff are especially concentrated in the under-30 age groups while married staff are more evenly distributed throughout all age groups.

Race and Ethnicity by Marital Status

	Black	White	Hispanic	Other
Single	52.5%	57.2%	57.4%	61.5%
Married	47.5%	42.8%	42.6%	38.5%

The majority of staff within each racial and ethnic group is single. Black staff have the highest married ratio, whereas minorities in the Other category have the lowest.

Education by Marital Status

	Single	Married
High School or less	4.6%	9.1%
Some College	11.7%	18.5%
Bachelor's	71.4%	49.4%
Master's	7.4%	12.6%
Law	4.0%	7.5%
Doctorate	0.8%	2.9%

Staff who are married are much more diverse than single staff in educational attainment. Married staff are twice as likely to have an advanced degree; they are also twice as likely not to have a college degree at all. The high concentration of single staff with bachelor's degrees is probably related to single staff's relatively young age.

AGGREGATE NON-CONGRESSIONAL WORK EXPERIENCE INFORMATION

In this section of the report, we compare gender, race, marital status, and educational attainment by years of non-congressional work experience. Offices were asked to report on the total number of years of non-congressional work experience for staff, rounded to the nearest full year. Some offices provided more precise information by rounding to the nearest half-year. Staff with six or fewer months of non-congressional experience were assigned a value of zero. We have grouped staff into five categories for reporting purposes.

Disaggregation by Non-Congressional Experience and Staff Location

Years	Total	Washington	State
0 - 1.0	35.5%	43.3%	20.2%
1.5 - 2.0	10.7%	11.4%	9.2%
2.5 - 5.0	17.0%	17.3%	16.2%
5.5 - 10.0	16.1%	15.1%	18.1%
10.5 +	20.8%	12.9%	36.3%

More than one-third of all Senate personal staff have non-congressional work experience totaling one year or less. Limited outside experience is especially common among Washington staff, where more than 50 percent have two or fewer years of non-congressional experience. In contrast, more than half of state staff have more than five years of outside employment.

Gender by Years of Non-Congressional Work Experience

	0 - 1	1.5 - 2	2.5 - 5	5.5 - 10	10.5 +
Female	20.9%	15.4%	23.3%	17.8%	22.6%
Male	24.2%	20.6%	25.5%	16.8%	13.0%

A greater proportion of male than female staff have relatively little non-congressional work experience. Almost half, 45 percent, of men have two or fewer years of work outside of Congress. Conversely, a greater proportion of women than men have more than 10 years of non-congressional experience.

Race and Ethnicity by Years of Non-Congressional Work Experience

	0 - 1	1.5 - 2	2.5 - 5	5.5 - 10	10.5 +
Black	23.8%	11.1%	18.3%	25.4%	21.4%
White	36.8%	10.3%	16.8%	15.5%	20.7%
Hispanic	32.7%	7.3%	21.8%	12.7%	25.5%
Other	30.6%	30.6%	13.9%	11.1%	13.9%

Outside employment varies only slightly by race. Minority staff in the Other category have less non-congressional experience than the other groups and a greater proportion of African Americans has more than five years of outside employment.

Marital Status by Years of Non-Congressional Work Experience

	0 - 1	1.5 - 2	2.5 - 5	5.5 - 10	10.5 +
Single	47.1%	12.3%	16.3%	11.5%	12.8%
Married	20.0%	8.6%	17.9%	22.1%	31.4%

A larger proportion of single staff have little or no non-congressional experience while married staff are much more likely to have worked outside of congress. As with other large differences between married and single staff, this is largely a difference of average age between the two groups. The younger single staff have not had as much time to accumulate work experience.

Educational Attainment by Years of Non-Congressional Work Experience

	0 - 1	1.5 - 2	2.5 - 5	5.5 - 10	10.5 +
High School or less	25.5%	9.8%	16.7%	21.6%	26.5%
Some College	19.0%	7.9%	19.4%	21.1%	32.6%
Bachelor's	46.0%	11.4%	15.5%	13.5%	13.7%
Master's	16.8%	9.3%	21.1%	22.4%	30.4%
Law	18.3%	15.1%	23.7%	15.1%	28.0%
Doctorate	13.3%	10.0%	10.0%	13.3%	53.3%

Staff with a bachelor's degree but without an advanced degree are most likely to have little or no outside work experience. In contrast, over half of staff with doctoral degrees have more than 10 years of non-congressional experience.

PART 2: STAFF TENURE

Average Staff Tenure

Years in Current Position

	Total	Washington	State
1991	3.4	3.1	4.0
1988	3.2	2.8	4.1

Years in Current Office

	Total	Washington	State
1991	4.2	3.9	4.8
1988		(data not available)	

Years in Congress

	Total	Washington	State
1991	5.6	5.7	5.5
1988	4.7	4.7	4.6

For all staff and for Washington staff, average tenure in position appears to have increased slightly since the 1988 CMF Senate survey; among state staff, however, there was a slight decrease.[14] As in 1988, position turnover occurs at a higher rate among Washington staff than among state staff. Average tenure in Congress increased approximately one year for both Washington and state staff between 1988 and 1991. This represents an overall increase of 19 percent.

Average tenure in position for House staff in 1990 was 3.5 years, slightly lower than in 1987. Washington-based House staff, however, experienced a 15 percent decrease in position tenure between 1987 and 1990, a sharp contrast to the increase among Washington-based Senate staff.

Turnover data for the U.S. labor force is not directly comparable to our data on Congressional staff but it suggests that turnover is higher on Capital Hill. In 1987 the Bureau of Labor Statistics reported that employees aged 25 and older had been with their current employer an average of 7.8 years. For employees 16 and older, the average was 6.7 years. In the same survey, employees 25 and older had been in their current occupation an average of 10.2 years. About one-fourth of employees between ages 16 and 24 changed occupations during 1986 while only 7.7 percent of employees 25 and older did so.[15]

Tenure in office was collected for the first time to provide information on the practice of promotion-from-

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[14] The timing of our surveys relative to the election cycle has a small effect on tenure data. The 1988 survey took place approximately 16 months after a large freshman class (12 new Senators) took office while the 1991 survey occurred just 5 months after a small class (5 new Senators) was sworn in. While a similar proportion of freshman offices participated in each survey, data from freshman offices in 1988 had three times the weight on the overall averages as did data from freshman offices in 1991. This suggests that the modest increase in staff tenure from 1988 to 1991 may be an artifact of the data rather than an actual decrease in the rate of staff turnover.

The averages are also affected by a change in our rounding methods. In our 1988 survey we rounded to the nearest month of experience. For this report we have rounded to zero for experience of less than six months (12.6 percent of all staff) and to the nearest multiple of six months for experience of six months or more. We estimate that this change understates 1991 average tenure by 0.77 percent, or 0.026 years, a negligible difference.

[15] U.S. Bureau of Labor Statistics, *Current Population Survey*, January 1987. "Occupation" was self-defined by survey respondents.

within. The smaller the difference between tenure in position and tenure in office, the less likely that staff were promoted from within the office. Our data show that most time accumulated in an office -- 81 percent -- is accounted for by time in current position. In other words, promoting staff from one position to another within an office is more the exception than the rule.

Average tenure data masks the fact that a large number of Senate staff have little experience while a small number of staff have substantial experience. The next three tables report the distribution of experience.

Distribution of Tenure in Position, by Staff Location

Years	Total	Washington	State
<= 1.0	38.6%	41.3%	33.8%
1.5 - 2.0	19.8%	22.1%	15.7%
2.5 - 5.0	21.1%	19.3%	24.3%
5.5 - 10.0	11.6%	10.1%	14.3%
10.5 +	8.9%	7.2%	11.9%

While the average job tenure is 3.4 years, almost 40 percent of staff have held their current job for one year or less. Almost 60 percent have been in their job for two years or less. Among Washington staff, nearly two-thirds have been in their job for two years or less.

Distribution of Tenure in Office, by Staff Location

Years	Total	Washington	State
<= 1.0	28.9%	30.9%	25.3%
1.5 - 2.0	20.4%	22.6%	16.3%
2.5 - 5.0	23.9%	23.3%	25.0%
5.5 - 10.0	14.3%	12.4%	17.7%
10.5 +	12.5%	10.7%	15.7%

The pattern holds true for tenure in office. The overall average of 4.2 years masks the fact that almost half of all staff have worked in their Senator's office for two years or less. Only one-fourth have worked in their Senator's office for more than five years.

Distribution of Tenure in Congress, by Staff Location

Years	Total	Washington	State
<= 1.0	22.2%	22.9%	20.9%
1.5 - 2.0	17.3%	18.3%	15.3%
2.5 - 5.0	24.1%	23.1%	26.1%
5.5 - 10.0	17.4%	16.7%	18.8%
10.5 +	19.0%	19.0%	18.9%

Similarly, the average tenure in Congress of 5.6 years masks the fact that nearly one-quarter of all staff have worked in the legislative branch for one year or less and nearly 40 percent have worked there for 2 years or less.

One possible explanation for these high turnover rates is that large numbers of staff flow in and out of entry level positions such as Receptionist and Legislative Correspondent while other positions experience low turnover. In fact, as the following table illustrates, rapid turnover afflicts virtually every position.

Percent of Staff with Less than 1 and 2 Years of Experience

	Tenure in Position		Tenure in Congress	
	<=1 yr.	<=2 yrs.	<=1 yr.	<=2 yrs.
Washington Positions				
Administrative Assistant	34.5%	50.0%	1.9%	11.1%
Assistant to the AA	42.5%	77.5%	23.1%	59.0%
Executive Assistant	22.6%	32.1%	8.0%	16.0%
Office Manager	22.9%	39.6%	2.1%	2.1%
Office Assistant	38.2%	61.8%	29.4%	44.1%
Receptionist	73.0%	85.0%	65.3%	83.2%
Systems Administrator	22.0%	48.8%	9.8%	19.5%
Correspondence Director	36.4%	54.5%	17.2%	31.0%
Computer Operator	25.3%	45.6%	16.4%	27.4%
Scheduler	20.5%	56.4%	5.3%	18.4%
Correspondence Assistant	61.1%	75.0%	55.6%	69.4%
Legislative Director	34.8%	58.7%	8.9%	20.0%
Legislative Assistant	33.5%	56.7%	15.7%	31.8%
Legislative Correspondent	61.2%	89.1%	35.4%	77.8%
Research Assistant	62.5%	87.5%	33.3%	66.7%
General Counsel	55.6%	55.6%	27.8%	27.8%
Press Secretary	39.3%	66.1%	12.7%	25.5%
Deputy Press Secretary	63.5%	80.8%	42.0%	60.0%
Special Assistant	26.7%	73.3%	21.4%	64.3%
Projects Director	25.0%	62.5%	20.0%	20.0%
Washington Caseworker	19.0%	28.6%	9.5%	19.0%
State Positions				
State Director	26.2%	45.2%	10.5%	18.4%
Regional Director	24.0%	33.0%	13.8%	20.7%
Field Representative	31.5%	48.3%	18.8%	39.6%
State Caseworker	32.6%	47.0%	19.7%	36.0%
Office Assistant	38.7%	58.1%	36.1%	51.8%

Entry level positions have large proportions of staff with limited experience, a clear indication of extremely high turnover. More than 60 percent of Receptionists, Correspondence Assistants, LCs, and Deputy Press Secretaries have held their job for one year or less. About two-thirds of staff in these positions have total Hill experience of two years or less. While not as dramatic as junior staff positions, senior staff positions also are experiencing substantial turnover. More than one-third of AAs, Legislative Directors, and Press Secretaries have been on the job for one year or less. Less than one-half of staff in those positions have held their job for more than 2 years.

State staff have somewhat lower turnover rates than Washington staff. About one-fourth of State and Regional Directors have been in their position for one year or less; almost 50 percent for two years or less.

Staff Tenure by Member Term in Office

	Average Years in:		
Member Term	Position	Office	Congress
1st Term	1.8	2.1	3.7
2nd Term	3.3	3.7	5.1
3rd Term	4.3	5.5	6.9
4th +	5.0	6.3	7.5

As might be expected, average staff tenure in position, office, and Congress increases as Senators' tenure increases. The newer the Member, the less time for staff to spend in their position and acquire congressional experience.

Staff Tenure by Party

	Average Years in:		
Party	Position	Office	Congress
Democrat	3.7	4.4	5.9
Republican	3.0	3.8	5.2

Staff in Democratic offices have slightly more experience than staff in Republican offices.

Staff Tenure by Marital Status

	Average Years in:		
Marital Status	Position	Office	Congress
Single	2.5	3.2	4.2
Married	4.6	5.5	7.6

Married staff have much more Congressional experience than single staff and have been in their current position almost twice as long. This pattern is expected given that single staff are younger than married staff.

Staff Tenure by Gender

	Average Years in:		
Gender	Position	Office	Congress
Female	3.9	4.7	6.2
Male	2.7	3.4	4.7

Women have substantially more experience than men in all three tenure categories. As with marital status, this pattern is related to age with men being younger than women.

Staff Tenure by Race and Ethnicity

	Average Years in:		
Race/Ethnicity	Position	Office	Congress
Black	4.3	4.9	7.1
White	3.3	4.1	5.5
Hispanic	3.2	3.8	4.2
Other	4.3	5.8	7.3

Hispanic staff have the lowest number of years of Congressional experience and black and other minority staff have the most. Black and other minority staff have the highest average tenure in position, about 30 percent more than white staff.

Staff Tenure by Educational Attainment

	Average Years in:		
Race/Ethnicity	Position	Office	Congress
High School or less	6.0	6.8	10.2
Some College	4.7	5.7	7.8
Bachelor's	2.8	3.5	4.5
Master's	3.4	4.2	6.0
Law Degree	2.6	3.3	5.2
Doctorate	3.7	4.2	6.1

A clear pattern emerges when tenure is broken out by educational attainment: staff without college degrees remain in their positions longer than those with at least a bachelor's degree. Most of these people are in clerical jobs; their low turnover rate likely reflects limited opportunity for advancement.

PART 3: AGGREGATE AVERAGE SALARY INFORMATION

Average Salary for All Positions Compared to 1988 CMF Study

	Total	Washington	State
Average Salary 1991:	$33,094	$35,802	$28,158
Average Salary 1988:	$28,203	(data not available)	
Dollar Increase:	$ 4,891		
Percentage Increase:	17.3%		
Average annualized rate of increase:	5.5%		

Cost of Living Adjustments:

1991:	4.1%
1990:	3.6%
1989:	4.1%
Compounded Total:	12.3%

Over the past three years the overall average staff salary has increased by 17.3 percent. This increase is higher than the cost of living adjustments passed on to Senate offices for that same time period. This suggests that office salary accounts have not kept pace with upward pressures on staff pay.

Several factors may explain the higher-than-COLA salary increase. First, Senators may be using other available congressional funds to supplement their office salary accounts. Second, offices may be marginally reducing staff size to meet salary demands. Our data shows the average number of staff per office increasing from 34 to 35 over the last three years. This statistic, however, is not conclusive. Senate offices vary dramatically in staff size; this year's study may have captured a slightly different mix of offices. Third, a version of "bracket creep" related to the office funding formula may have increased available staff salary funds. Offices receive more funds for each additional million residents in their home state. Consequently, offices from a state that has crossed a whole million figure in the last three years would have more staff funds above and beyond cost of living adjustments (COLAs would, in fact, further magnify the increase.)

In comparison, the average House staff salary in 1990 was $29,542. Washington-based House staff averaged $32,297 and district-based staff earned an average of $25,484.

As of January 1991, federal civilian employees averaged $33,736 -- two percent more than Senate staff.[16] White collar federal civilian employees in the Washington area earn an average of $42,413, approximately 18 percent more than Washington-based Senate staff.

Private sector workers earn an estimated 28 percent more than their executive branch counterparts, or an estimated $43,182.[17] This figure is 30 percent higher than the average Senate staff salary.

Average Salary for All Positions by Member Party Affiliation

	Total	Washington	State
Democrat	$32,907	$35,927	$27,756
Republican	$33,300	$35,297	$29,203

The average staff salary is nearly identical in Democratic and Republican offices and both pay Washington staff more than state staff. The difference between Washington and state staff is greater in Democratic offices than in Republican offices.

Average Salary for All Positions by Member Term in Office

Member Term	Total	Washington	State
1st Term	$32,646	$35,257	$27,822
2nd Term	$32,021	$34,803	$26,776
3rd Term	$33,487	$36,104	$28,952
4th +	$34,128	$36,515	$29,458

There is not a clear trend in staff salaries when disaggregated by Senators' seniority. However, staff in the most senior offices do have somewhat higher average salaries.

Average Salary for All Positions by Number of State Offices

Number of State Offices	Total	Washington	State
1-2	$35,827	$37,736	$31,630
3-4	$32,855	$35,555	$27,816
5-6	$32,285	$34,266	$28,528
7-8	$31,196	$35,648	$25,730

As the number of state offices increases staff salaries tend to decrease. This pattern is particularly strong for state staff; state staff in offices with seven or more state offices earned only 81 percent as much as their counterparts in offices with fewer than three offices.

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[16] Communication with staff at the Office of Personnel Management, July 24, 1991.

[17] "Comparability of the Federal Statutory Pay Systems With Private Enterprise Pay Rates," Annual Report of the President's Pay Agent, 1990.

Average Salary for All Positions by Gender

	Total	Washington	State
Female	$30,131	$32,926	$25,567
Male	$38,407	$40,210	$34,082

Average Salary Distribution by Gender

1991 Salary (in thousands)	Female	Male
< $15	3.6%	1.8%
$15 - $19.9	19.1%	16.5%
$20 - $24.9	21.3%	15.5%
$25 - $29.9	16.1%	12.4%
$30 - $34.9	11.8%	8.6%
$35 - $39.9	7.7%	7.4%
$40 - $49.9	10.9%	10.7%
$50 - $59.9	4.6%	7.5%
$60 +	4.9%	19.6%

On average, female staff earn 78 cents for every dollar earned by male staff. Among Washington staff, the figure is 82 cents; among state staff, 75 cents.

In comparison, women in the House in 1990 earned 81 cents for every dollar earned by men. Among federal civilian employees, the U.S. Bureau of Labor Statistics reports that women earn 70 percent of male federal workers. In the U.S. labor force, 1990 statistics from the Commerce Department show women earning 71 percent of men's earnings. In the private sector, women's 1990 median earnings were 68 percent of men's.

Differences in overall pay does not by itself demonstrate that women are paid less than similarly qualified men who perform the same job. The 22 percent difference in average pay between male and female Senate staff is largely explained by the differences in the jobs they hold. An earlier analysis showed that women are under-represented in Leadership and Policy positions and over-represented in Clerical positions. The following table confirms that the pattern holds true for salaries as well.

Average Salary for All Positions by Race and Ethnicity

	Total	Washington	State
Black	$28,269	$29,796	$26,027
White	$34,005	$36,571	$28,810
Hispanic	$25,516	$28,935	$23,764
Other	$32,195	$34,175	$28,233

Black Senate staff earn 83 cents for every dollar earned by white staff. For Hispanics, the figure is 75 cents and for Other minority staff, 95 cents. The differences are larger for Washington staff and smaller for state staff.

In the House in 1990, black staff earned 89 percent of the average white staff salary and Hispanic staff earned 82 percent. National figures for 1989 show African Americans earned 77 percent of what whites earned and

Hispanics earned 69 percent.[18]

As with the salary differences between men and women, the disparities in salary among racial and ethnic groups by themselves do not indicate a pattern of dissimilar pay for similar work and qualifications. These differences in average salary are largely due to differences in jobs held by minority staff as compared to white staff. An earlier analysis showed that minorities are under-represented in Leadership and Policy positions and over-represented in Clerical positions. The following table confirms that the same pattern holds true with regard to salaries.

Average Salary Distribution by Race and Ethnicity

1991 Salary (in thousands)	Black	White	Hispanic	Other
< $15	3.8%	2.7%	4.8%	7.7%
$15 - $19.9	20.3%	17.7%	27.4%	12.8%
$20 - $24.9	22.2%	18.5%	27.4%	17.9%
$25 - $29.9	19.6%	14.3%	16.1%	12.8%
$30 - $34.9	11.4%	10.5%	11.3%	7.7%
$35 - $39.9	5.7%	7.9%	3.2%	7.7%
$40 - $49.9	10.8%	10.7%	8.1%	20.5%
$50 - $59.9	2.5%	6.2%	0.0%	7.7%
$60 +	3.8%	11.5%	1.6%	5.2%

Average Salary for All Positions by Educational Attainment

	Total	Washington	State
High School or less	$26,959	$29,223	$23,585
Some College	$28,192	$30,888	$25,744
Bachelor's	$30,908	$32,319	$27,820
Master's	$46,376	$48,169	$40,527
Law	$54,088	$57,479	$37,138
Doctorate	$53,431	$57,410	$36,191

Salaries increase as the level of education increases; staff with advanced degrees earned substantially more than those with only a bachelor's degree. Staff holding Master's degrees earn about $15,000 more than those with only a bachelor's; staff with law degrees earn about $23,000 more. The difference in salary between staff with bachelor's degrees and those with advanced degrees is much more pronounced in Washington than in state offices.

Senate salaries are generally higher than House salaries when analyzed by level of education.[19] Senate staff with high school or less, bachelor's degrees, and doctorates earn six percent more than their House counterparts. Senate staff with master's and law degrees earn 10 percent and 13 percent more, respectively. Only staff with some college earn more in the House -- approximately four percent.

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[18] Communication with staff at the Census Bureau, Income Statistics Branch, June 24, 1991.

[19] For this analysis we adjusted House data from our 1990 survey with the 4.1 percent cost of living adjustment offices received in January 1991.

Senate salaries by educational degree also compare favorably to national averages. Nationally, people with bachelor's degrees earned about $26,000 in 1991; people with master's degrees earned about $34,000; and people with professional degrees earned about $57,000.[20]

Average Salary for All Positions by Marital Status

	Total	Washington	State
Single	$29,134	$30,407	$25,474
Married	$38,671	$45,941	$30,281

Married staff earn more than single staff, with the trend especially pronounced in Washington. Because married staff average nine years older than single staff, this difference can be attributed to age, as the next table confirms.

Average Salary for All Positions by Age

Age Group	Total	Washington	State
<= 24	$19,599	$19,899	$18,098
25-29	$27,253	$28,566	$23,938
30-34	$37,117	$41,367	$27,589
35-39	$42,123	$48,718	$30,989
40-44	$41,970	$49,078	$33,570
45-49	$44,852	$53,282	$32,133
50-54	$42,253	$54,402	$30,590
55-59	$36,950	$47,720	$31,103
60-64	$37,094	$47,586	$32,325
65+	$41,135	$51,598	$29,365

Staff under 30 years of age have the lowest salaries while staff in their upper forties have the highest salaries. Salaries do not continue to increase with age because many of the eldest staff members are not in the highest-paying positions. They tend to be staff in mid-level administrative positions with many years of experience.

[20] National income figures are estimates based on data from the Census Bureau, *Current Population Reports*, Series P-70, No. 21 (Spring 1987). We adjusted their data using the Consumer Price Index.

PART 4: OFFICE DATA

Average Number of Staff Per Office

	Total	Washington	State	% State
1991	35.0	22.6	12.7	36.3%
1988	34.0		(data not available)	

The overall size of office staffs appears to have increased slightly over the past three years. Since the number of staff in Senate offices tends to vary substantially by state population, as the next table illustrates, this result may be due to a different mix of offices in this survey as compared to our 1988 survey. Another possibility is that some offices' personnel budgets, which are partly tied to state population, have increased enough to permit the hiring of additional staff.

Average Number of Staff Per Office by State Population

State Population	Total	Washington	State	% State
<= 2 million	32.8	20.9	11.9	36.3%
2 - 5 million	34.2	22.3	12.5	36.5%
5 - 10 million	36.7	22.2	14.5	39.5%
10 + million	43.0	29.0	14.0	32.6%

While the number of staff increases as state population increases, there is not a clear trend in the proportion of staff based in state offices. This is in striking contrast to our 1988 Senate survey when the proportion of state-based staff increased as the total number of staff increased. In 1988 the smallest offices -- averaging 27 total staff -- had only 22 percent of their staff in state offices while the largest offices -- averaging 40 staff -- had 40 percent of their staff in state offices. Data from the 1991 survey indicates that smaller offices have nearly closed this gap over the last three years and now are almost identical to larger offices in staffing patterns.

What explains this dramatic change? It may be that advances in computer and telecommunication technology are altering the role and functions of state offices. The use of computers in tandem with other recent telecommunication technologies, such as facsimile ("fax") machines, electronic mail, and fiber optic telephone lines, enable staff to be based in the home state while contributing significantly to the functions of the Washington office.

Average Number of State Offices by State Population

State Population	State Offices
<= 2 million	4.6
2 - 5 million	3.3
5 - 10 million	5.2
10 + million	4.3

Senate offices average 4.1 state offices with a range from one to eight. No clear pattern exists in the number of state offices when analyzed by state population.

Staff Per Office by Position

The following table shows the range of staffing within offices by position. The Average column may be thought of as describing a "typical" Senate office. The Percent of Offices column shows the percentage of offices with at least one person in a given position.

Washington Positions	Low	High	Average	% of Offices
Management / Administrative				
Administrative Assistant	0	2	1.0	98.2%
Assistant to the AA	0	1	0.7	70.2%
Executive Assistant	0	2	0.9	84.2%
Scheduler	0	3	0.7	64.9%
Office Manager	0	2	0.9	84.2%
Office Assistant	0	3	0.6	40.4%
Receptionist	0	3	1.8	98.2%
Systems Administrator	0	2	0.8	73.7%
Computer Operator	0	4	1.4	87.7%
Correspondence Director	0	3	0.6	54.4%
Correspondent Assistant	0	2	0.7	43.9%
Legislative				
Legislative Director	0	2	0.9	84.2%
Legislative Assistant	1	9	5.1	100.0%
Legislative Correspondent	0	6	3.0	91.2%
Research Assistant	0	4	0.4	24.6%
General Counsel	0	1	0.3	31.6%
Special Assistant	0	3	0.3	21.0%
Press and Other				
Press Secretary	0	2	1.0	98.2%
Deputy Press Secretary	0	3	0.9	78.9%
Projects Director	0	2	0.3	26.3%
Caseworker-Washington	0	2	0.4	36.8%
State Positions				
State Director	0	2	0.8	71.9%
Regional Director	0	8	1.8	66.6%
Field Representative	0	8	2.8	78.9%
Caseworker-State	0	10	4.3	91.2%
Office Assistant	0	6	1.6	75.4%

Offices display substantial diversity in the positions they fill. Only one position -- Legislative Assistant -- is found in all 57 offices in our survey. A core set of positions does exist with half of the positions filled in at least three-fourths of the offices, as follows:

Administrative core: Administrative Assistant, Executive Assistant, Office Manager, Receptionist, and Computer Operator.

Legislative core: Legislative Director, Legislative Assistant, and Legislative Correspondent.

Press core: Press Secretary and Deputy Press Secretary.

State core: Field Representative, Caseworker, and Office Assistant.

INDIVIDUAL POSITION ANALYSIS

AVERAGE SALARY FOR ALL POSITIONS

	Average Salary	Percent Change, 1988-91
Administrative Assistant	$81,349	13.1%
Legislative Director	$65,801	18.6%
State Director	$60,874	28.7%
General Counsel	$55,382	n.a.
Press Secretary	$53,429	18.4%
Office Manager	$46,538	17.8%
Executive Assistant	$45,881	20.7%
Legislative Assistant	$40,861	14.7%
Projects Director	$39,231	35.7%
Scheduler	$34,399	25.5%
Regional Director	$33,056	n.a.
Caseworker - DC	$32,510	n.a.
Systems Administrator	$30,014	9.5%
Assistant to the AA	$28,045	12.6%
Correspondence Director	$28,032	n.a.
Office Assistant - DC	$27,553	26.3%
Field Representative	$27,000	8.6%
Special Assistant	$26,271	6.8%
Deputy Press Secretary	$25,686	4.2%
Caseworker - State	$23,513	19.1%
Research Assistant	$23,418	11.5%
Computer Operator	$22,774	11.0%
Legislative Correspondent	$20,996	16.3%
Receptionist	$20,115	12.9%
Office Assistant - State	$18,499	18.3%
Correspondence Assistant	$18,054	8.8%

AVERAGE TENURE IN POSITION, OFFICE, AND CONGRESS

	Average Years in Position	Percent Change, 1988-91	Average Years in Office	Average Years in Congress
Administrative Assistant	3.5	-20.5%	6.0	9.2
Legislative Director	2.9	-34.1%	5.3	7.7
State Director	4.3	-18.9%	6.5	7.7
General Counsel	2.0	n.a.	2.8	6.9
Press Secretary	2.8	-24.3%	3.6	5.4
Office Manager	4.8	0.0%	7.3	11.6
Executive Assistant	6.6	50.0%	7.4	12.0
Legislative Assistant	3.1	6.9%	3.8	5.2
Projects Director	2.4	n.a.	4.7	5.0
Scheduler	3.7	37.0%	4.4	6.2
Regional Director	5.4	n.a.	6.8	7.7
Caseworker - DC	8.5	n.a.	8.7	12.4
Systems Administrator	4.1	7.9%	5.0	8.2
Assistant to the AA	2.7	8.0%	3.3	4.8
Correspondence Director	4.2	n.a.	5.9	8.5
Office Assistant - DC	3.4	9.7%	4.0	6.5
Field Representative	3.8	-11.6%	4.4	4.8
Special Assistant	4.0	n.a.	4.3	5.6
Deputy Press Secretary	1.4	-6.7%	1.8	2.2
Caseworker - State	4.3	26.5%	4.9	5.7
Research Assistant	1.3	n.a.	1.8	2.9
Computer Operator	4.3	65.4%	4.4	9.2
Legislative Correspondent	1.3	-18.8%	1.6	1.8
Receptionist	1.8	28.6%	1.8	2.0
Office Assistant - State	3.4	-17.1%	3.5	3.9
Correspondence Assistant	2.3	27.8%	2.3	2.5

INDIVIDUAL POSITION ANALYSIS

Methodology

In this section of the report, we provide a detailed analysis of 21 Senate personal office positions. The objectives of the analysis are to:

1) Describe the demographic make-up of the staff who work in each of these jobs and their Congressional and non-Congressional experience.

2) Determine the average 1991 salaries, changes in salary since 1988, and the salary distribution of staff for each position.

3) Determine which factors affect the pay of staff for each position.

4) Provide a method of estimating salaries for individual staff.

The first two objectives were easily accomplished by simple calculations. The last two objects, however, required much more sophisticated analyses.

For each position we used a statistical procedure called multiple regression analysis to determine the influence of six variables on salary. This technique allowed us to determine the unique influence of each variable on salary by controlling for the effects of the other five variables. The six variables we analyzed were:

1) years in current position
2) prior years of Congressional experience (i.e., Congressional experience prior to current position)
3) years of non-Congressional work experience
4) years of education[1]
5) level of responsibility in position[2]
6) age

Using Regression Analysis Information

Think of regression analysis as a commuter train. It can take you to the right neighborhood but not to the front door of your destination. This section is intended to help you use regression analysis information to estimate salaries that are in the right neighborhood for almost everyone in a Senate office. We will also

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[1] On the survey we asked offices to indicate the educational attainment, or highest degree earned, of each staff member. We converted educational attainment into years of education as follows:

Degree	Years	Degree	Years
High School or less	12	Master's	18
Some College	14	Law	20
Bachelor's	16	Doctoral	20

The values we attribute to law and doctoral degrees reflect our belief that, with these degrees, the type of degree is more important than the years required to earn it. Examination of the data indicated that staff with these degrees earn similar salaries.

[2] This variable measures whether a staffer has more, fewer, or about the same responsibilities as those listed in a brief job description on our questionnaire. Our job descriptions are at the beginning of each position profile.

explain why this information cannot take you right to the doorstep. *In brief, our regression analysis information provides an estimated salary for individual staff on the basis of selected information -- but it cannot provide the "right" salary because it doesn't include all of the necessary information.*

We recommend that you refer to the examples on pages 36-39 while reading this section. Then use the worksheet on page 40 to test this information on yourself and several people in your office to get a feel for the strengths and limitations of regression analysis.

First, a word of warning: regression analysis provides descriptive, not prescriptive information. It describes the aggregate practices of 57 Senate offices at the time of the survey. It is not a statement of the practices that should exist and it may not reflect the practices that exist in your office.

Dollar Estimates. Regression analysis estimates the effect an additional unit of any given variable has on the salary for a given position. For example, the unit for measuring tenure in position is years. If the dollar estimate is $400 per year, a staffer with 3 years of tenure in position would earn approximately $400 dollars more than an otherwise similarly qualified staffer with 2 years of experience and approximately $800 dollars more than an otherwise similarly qualified staffer with 1 year of experience.

Using Dollar Estimates. We provide dollar estimates for six variables: current job experience, Congressional experience, non-Congressional experience, education, job responsibilities, and age. A table in each of the individual position analyses provides the dollar estimate per unit for each variable and a dollar estimate of the "base salary."[3] The process is straightforward: start with the base salary and add (or subtract) amounts based on dollar estimates and the staffer's individual attributes to arrive at an adjusted salary. Then use the adjusted salary as the basis for a discussion that incorporates additional information that we did not measure.

Beta Values. Each variable for each position also has a value that we refer to as *beta*. The beta value is a measure of the variable's unique influence on salary. Beta values range from .00 to 1.00. The higher the number, the greater the influence of that variable on salary for that position. Beta values can be positive or negative. A positive value indicates that more units of the variable will *increase* salary; a negative value indicates that salary will *decrease*.

Interpreting Beta Values. A large positive beta value can be understood to mean that given these six variables, Senate offices tend to treat this particular variable as an important influence on salary for people in this position. The question, how large of a beta value is large is similar to the question, how tall does a person have to be to be tall? As a general rule of thumb, we suggest that a beta value greater than .50 indicates that Senate offices overall put substantial weight on that variable for purposes of influencing salary. A beta value between .26 and .50 suggests moderate influence and a beta value between .00 and .25 suggests little or no influence.

An important distinction: when we say that a variable has little or no *influence* on salaries, we do not mean that the variable has no *effect* on salaries. The effect of a variable can be incorporated into a salary without offices using the variable to make decisions about the salary. For example, in the 21 positions we analyzed, years of education rarely had a beta value greater than .25, suggesting that education has little influence. However, almost everyone in each of the higher paying jobs has at least a bachelor's degree. In other words, offices are not using educational attainment to decide what someone's salary should be. They are using education to decide who will receive a job with a salary that has, if you will, a built-in premium for education. The *effect* of education on salary in this situation will likely show up in the base salary rather than in the education dollar estimate.

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[3] The base salary is *not* an estimate of the minimum salary for a position. It is a statistical construct that can be understood as the salary of someone who is 0 years old and has 0 years of work experience, 0 years of education, and no job responsibility.

Questions and Answers. Several aspects of dollar estimates, base salaries, and betas will probably seem confusing or simply wrong. We have tried to anticipate the most common questions.

Why are some dollar estimates negative? Negative dollar estimates indicate that Senate offices, in the aggregate, pay lower salaries for additional units of the variable. For example, **age** has a negative dollar estimate for State Caseworkers. In other words, older State Caseworkers earn less than younger but otherwise equally qualified State Caseworkers.

Why is the base salary negative for some positions? As a matter of practicality, the adjusted salary will always be positive even if the base salary is negative. The base salary is a statistical construct that we have chosen to refer to as the base salary; it is not the minimum salary for people in a given position. It is the estimated salary of someone who is 0 years old, has 0 years of experience, 0 years of education, and no job responsibility.

What is the relationship between the dollar estimate and the beta for any given variable? Each variable is measured on its own scale and the dollar estimate reflects the scale that was used. The beta, on the other hand, puts all variables in the equation onto the same scale; it enables you to compare the strength of variables relative to each other. A useful analogy is the international currency market. Think of the dollar estimate for each variable as being measured in a different currency and the beta as the gold standard. You can have a lot of Italian lire (dollar estimate) and still be worth very little in gold (beta). To continue the analogy, a second variable could be thought of as being measured in German marks. It is likely that you would have many more lire than marks, but the marks would be worth more in gold. In the State Caseworker example, the dollar estimate for **level of job responsibility** is larger than that for **years in current position**. The beta values, however, indicate that Senate offices pay much more attention to the latter.

Why are some dollar estimates so large and others so small? The size of the dollar estimate depends in part on the scale used to measure it. For example, we used a three point scale (more, average, less) to measure level of job responsibility. If level of responsibility had been measured on a scale from 1 to 100, the dollar estimate per unit would have been much smaller.

Why should we use variables that have low beta values if that means that offices put little or no weight on those variables? Every variable is important for the general equation. A variable may be incorporated into a salary even if offices tend not to use it in influencing salaries. This situation is especially likely to occur when there is little variation in a given variable among staff in a certain job. For example, if every Deputy Press Secretary has average job responsibilities, offices are not likely to focus on the level of job responsibility as an important variable. Instead, they will focus on a variable that permits distinctions to be drawn among comparable staff in other offices.

Limitations of Regression Analysis Information

Regression analysis provides *descriptive* data. It describes practices that existed when the data was gathered. It does not necessarily identify the variables offices *should* use in determining the pay of staff. An office may want to make educational achievement a prime salary consideration for a job, for example, even if most offices don't. In short, individual office pay policies are discretionary and appropriately so. *Our information should be used as a guide in understanding general pay practices in the Senate and not as a yardstick by which individual salaries should be strictly measured.*

We believe the adjusted salary should be used as a *starting point* for a salary discussion. It is not the "right" salary. We also remind offices and staff that our analysis did not include all possible variables. Offices may want to consider other factors such as job performance, loyalty to the Member, political savvy, and even differences in the cost of living (Appendix C lists relative cost of living ratings for approximately 125 cities.)

Dollar estimates have three technical limitations. First, dollar estimates are most accurate for quantities near the average and become progressively less accurate the greater the distance from the average. For example, if average tenure in a position is 2.5 years, the dollar estimate will be relatively accurate for staff with 0-5 years of job experience. The dollar estimate will be substantially less accurate at 15 or 20 years of job experience.

Second, regression analysis assumes that each unit of a variable is of equal value. Each year of education, for example, is assumed to be equal to every other year of education. Regression analysis does not draw a distinction between the relative value of the last year of law school and the second year of law school. Employers, however, do draw these distinctions. Completing the final year of law school is much more richly compensated than completing the second year of law school.

Finally, regression analysis assumes that units are of equal quality. All law school graduates, for example, are considered equal regardless of the law school they attended or their scholastic performance at law school. Clearly, however, employers' perceptions of the quality of an employee's law training or scholastic performance does tend to affect the pay of staff.

EXAMPLE

The following example uses the demographic information and dollar estimates of State Caseworkers. We present three cases: a staff member with average qualifications, one with above average qualifications, and one with below average qualifications.

REGRESSION ANALYSIS

Variable	Dollar Estimate	Beta
Base Salary	+ 17,606	n.a.
Years in Current Position	+ 823	.53
Prior Years Congressional Experience*	+ 733	.28
Years of Non-Congressional Experience	+ 141	.15
Years of Education**	+ 30	.01
Level of Job Responsibility***	+ 2,247	.16
Age	- 73	-.11

* This variable equals total Congressional experience minus years in current position.

** We use this code:

Degree	Years	Degree	Years
High School	12	Master's	18
Some College	14	Law	20
Bachelor's	16	Doctoral	20

*** For staff with average responsibility, add the dollar estimate ($2,247) to the base salary. For staff with substantially more responsibility, multiply the dollar estimate by 2 before adding to base salary ($4,494). For staff with substantially less responsibility, make no adjustment.

Profile of the statistically average State Caseworker:

$23,513	Average Salary
4.3	Years in Current Position
1.4	Prior Years Congressional Experience
8.4	Years Non-Congressional Experience
15.3	Years of Education
Average	Job Responsibility
37	Years of Age

Case 1: State Caseworker with Average Qualifications

Staff qualifications are:

4.5	Years in Current Position
2.0	Prior Years Congressional Experience
7.75	Years Non-Congressional Experience
Bachelor's	Education
Average	Job Responsibility
38	Years of Age

Calculating the Adjusted Salary

				Base Salary	**$17,606**
Variable	**Calculation**			**Adjustment**	
Current Position	4.5	x	823	Add	3,704
Prior Congressional Experience	2	x	733	Add	1,466
Non-Congressional Experience	7.75	x	141	Add	1,093
Education	16	x	30	Add	480
Responsibility	1	x	2247	Add	2,247
Age	38	x	-73	Subtract	2,774
				Adjusted Salary	**$23,822**

Comments

The adjusted salary is $309, or 1 percent, higher than the average salary of $23,513 for State Caseworkers. Using the salary percentile figures on page 81, our hypothetical staffer's adjusted salary is slightly lower than the 60th percentile. That is, this staffer would earn more than approximately three-fifths of all State Caseworkers, if paid the adjusted salary.

An office should consider other variables when estimating salaries such as: job performance, loyalty, political judgment, or even the local cost of living (Appendix C lists the relative cost of living for approximately 125 cities).

The beta values indicate that in determining the pay of State Caseworkers Senate offices tend to put substantial weight on experience in current position and moderate weight on prior Congressional experience.

The negative beta value for age indicates that offices pay older Caseworkers less than equally qualified younger Caseworkers. Several possible explanations exist for this finding: discrimination on the basis of age; younger Caseworkers may have skills that older Caseworkers lack (such as facility with a wide range of automated information systems); and younger Caseworkers may have a broader range of alternative employment opportunities, which would enable them to negotiate higher salaries.

Case 2: State Caseworker with Above Average Qualifications

Staff qualifications are:

7.0	Years in Current Position
2.5	Prior Years Congressional Experience
10.0	Years Non-Congressional Experience
Master's	Education
High	Job Responsibility
43	Years of Age

Calculating the Adjusted Salary

				Base Salary	**$17,606**
Variable	**Calculation**			**Adjustment**	
Current Position	7	x	823	Add	5,761
Prior Congressional Experience	2.5	x	733	Add	1,833
Non-Congressional Experience	10	x	141	Add	1,410
Education	18	x	30	Add	540
Responsibility	2	x	2247	Add	4,494
Age	43	x	-73	Subtract	3,139
				Adjusted Salary	**$28,505**

Comments

The adjusted salary is $4,992, or 21 percent, higher than the average salary of $23,513 for State Caseworkers. Using the salary percentile figures on page 81, our hypothetical staffer's adjusted salary is slightly higher than the 80th percentile. That is, this staffer would earn more than approximately four-fifths of all State Caseworkers, if paid the adjusted salary.

Case 3: State Caseworker with Below Average Qualifications

Staff qualifications are:

0	Years in Current Position
2.0	Prior Years Congressional Experience
5.5	Years Non-Congressional Experience
High School	Education
Low	Job Responsibility
30	Years of Age

Calculating the Adjusted Salary

				Base Salary	**$17,606**
Variable	**Calculation**			**Adjustment**	
Current Position	0	x	823	Add	0
Prior Congressional Experience	2	x	733	Add	1,466
Non-Congressional Experience	5.5	x	141	Add	776
Education	12	x	30	Add	360
Responsibility	0	x	2247	Add	0
Age	30	x	-73	Subtract	2,190
				Adjusted Salary	**$18,018**

Comments

The adjusted salary is $5,495, or 23 percent, lower than the average salary of $23,513 for State Caseworkers. Using the salary percentile figures on page 81, our hypothetical staffer's adjusted salary is slightly higher than the 20th percentile. That is, this staffer would earn more than approximately one-fifth of all State Caseworkers, if paid the adjusted salary.

WORKSHEET FOR ESTIMATING SALARIES

This worksheet provides general guidance for estimating salaries.
It should not be seen as a precise method of determining the "right" salary.

Staff Name: _____
Position: _____

A. How many years has this person been in their current job? _____
B. How many years of prior Congressional experience does this person have? (Total Congressional experience minus current position experience) _____
C. How many years of non-Congressional experience does this person have? _____
D. How many years of education does this person have? _____

Degree	Years	Degree	Years
High School or less	12	Master's	18
Some College	14	Law	20
Bachelor's	16	Doctorate	20

E. How do this person's responsibilities compare to those we describe in the position profile? _____

If Responsibilities are:	Enter this value:
Less than we describe	0
About the same	1
More than we describe	2

F. What is this person's age? _____

Tranfer the values above into the first column below. Then find this person's position profile in this guidebook and enter the base salary and dollar estimates in the appropriate spaces below:

Base Salary _____

	Variable	Staff Attributes		Dollar Estimates	+/-	
A.	Position Experience	_____	x	_____	___	_____
B.	Prior Cong. Exp.	_____	x	_____	___	_____
C.	Non-Cong. Exp.	_____	x	_____	___	_____
D.	Education	_____	x	_____	___	_____
E.	Responsibility	_____	x	_____	___	_____
F.	Age	_____	x	_____	___	_____

Adjusted Salary _____

What other factors should be considered for this person? Other appropriate variables may include: job performance, specific skills or knowledge, political acumen, or regional cost of living differences.

This worksheet was designed by the Congressional Management Foundation for use with data from its 1991 U.S. Senate Employment Practices Guidebook. Permission is granted to U.S. Senate offices to reproduce this page as often as necessary.

ADMINISTRATIVE ASSISTANT / CHIEF OF STAFF

Top management staff person responsible for overall office functions; supervises staff and budget; advises Senator on political matters.

WORK EXPERIENCE:	1991	1988
Average years:		
in Current Position	3.5	4.4
in Current Senate Office	6.0	
in Congress	9.2	8.5
outside of Congress	8.9	

EDUCATIONAL ATTAINMENT:	
High School or less	1.8%
Some College	1.8%
Bachelor Degree	54.4%
Master's Degree	15.8%
Law Degree	19.3%
Doctorate Degree	7.0%

GENDER:	
Male	76.3%
Female	23.7%

MARITAL STATUS:	
Single	30.5%
Married	69.5%

RACE/ETHNICITY:	
Black	0.0%
Hispanic	0.0%
White	98.3%
Other	1.7%

AVERAGE AGE: 42

AVERAGE SALARY 1991:	**$81,349**	**SALARY PERCENTILES**
AVERAGE SALARY 1988:	$71,900	80% -- $96,000
PERCENTAGE INCREASE:	13.1%	60% -- $85,000
AVERAGE ANNUALIZED INCREASE:	4.2%	40% -- $80,000
(Sample size = 59)		20% -- $70,124

Using Percentiles: Percentiles describe the distribution of salaries around the average. For example, sixty percent of all AAs are between the 20th and the 80th percentiles; their salaries range from $70,124 to $96,000. Percentiles also describe where an individual stands relative to others in the same job. For example, an AA making $85,000 earns more than sixty percent of all AAs.

ADMINISTRATIVE ASSISTANT / CHIEF OF STAFF

Turnover among Administrative Assistants has increased markedly since 1988. Average tenure in position has fallen by over 20 percent, from an average of 4.4 years in 1988 to 3.5 years in 1991.

Unlike staff in many other positions, AAs have been in their current Senate office much longer than in their current position. This difference suggests that AAs are promoted from within the office more frequently than staff in other positions.

AAs are the highest paid staff in Senate offices, as they were in 1988. Their 13.1 percent increase in salary, however, is about average.

AAs are highly educated. Almost all AAs have at least a bachelor's degree and more than 40 percent hold advanced degrees.

Administrative Assistants tend to be somewhat older than other Senate staff. Staff in only two other positions have a higher average age.

REGRESSION ANALYSIS

Variable	Dollar Estimate	Beta
Base Salary	+ 49,283	n.a.
Years in Current Position	- 252	-.07
Prior Years Congressional Experience	+ 484	.15
Years of Non-Congressional Experience	+ 304	.14
Years of Education	- 113	-.02
Level of Job Responsibility	+ 2,882	.11
Age	+ 618	.39

See pages 33-35 for information on using dollar estimates and interpreting beta values.

The beta values indicate that only age is given moderate weight by Senate offices in determining salaries for Administrative Assistants. While it may appear that offices are discriminating on the basis of age, it is likely that age indirectly represents other factors such as maturity or good judgment.

LEGISLATIVE DIRECTOR

Directs legislative staff; serves as resource person for LAs; briefs Senator on all legislative matters; reviews constituent mail.

WORK EXPERIENCE:	1991	1988
Average years:		
in Current Position	2.9	4.4
in Current Senate Office	5.3	
in Congress	7.7	8.2
outside of Congress	7.6	

EDUCATIONAL ATTAINMENT:	
High School or less	0.0%
Some College	0.0%
Bachelor Degree	30.6%
Master's Degree	30.6%
Law Degree	28.6%
Doctorate Degree	10.2%

GENDER:	
Male	55.1%
Female	44.9%

MARITAL STATUS:	
Single	38.8%
Married	61.2%

RACE/ETHNICITY:	
Black	4.1%
Hispanic	2.0%
White	89.8%
Other	4.1%

AVERAGE AGE: 38

AVERAGE SALARY 1991:	**$65,801**	**SALARY PERCENTILES**
AVERAGE SALARY 1988:	$55,500	80% -- $78,075
PERCENTAGE INCREASE:	18.6%	60% -- $70,101
AVERAGE ANNUALIZED INCREASE:	5.8%	40% -- $62,400
(Sample size = 49)		20% -- $53,228

Using Percentiles: Percentiles describe the distribution of salaries around the average. For example, sixty percent of all Legislative Directors are between the 20th and the 80th percentiles; their salaries range from $53,228 to $78,075. Percentiles also describe where an individual stands relative to others in the same job. For example, a LD making $70,101 earns more than sixty percent of all LDs.

LEGISLATIVE DIRECTOR

Legislative Directors experienced a substantial decrease in job tenure, dropping by more than 34 percent from 4.4 years to 2.9 years since 1988.

Directors receive the second highest average salary of all Senate staff.

Legislative Directors have the second highest percentage of graduate and professional degrees.

Legislative Directors tend to have spent about half of their careers in Congress and have the second highest marriage rate among staff in Washington.

REGRESSION ANALYSIS

Variable	Dollar Estimate	Beta
Base Salary	+ 15,561	n.a.
Years in Current Position	- 516	-.13
Prior Years Congressional Experience	+ 335	.12
Years of Non-Congressional Experience	+ 527	.28
Years of Education	+ 1,244	.17
Level of Job Responsibility	+ 1,504	.06
Age	+ 569	.36

See pages 33-35 for information on using dollar estimates and interpreting beta values.

As evidenced by the beta values, two variables moderately influenced the pay of Legislative Directors in Senate offices: **age** and **years of non-congressional experience**. It is likely that age partly represents variables that could not be measured directly, such as political acumen.

PRESS SECRETARY / COMMUNICATIONS DIRECTOR

Senator's publicity director responsible for speaking with reporters, press releases, radio and TV spots, newspaper columns, and speeches.

WORK EXPERIENCE:	1991	1988
Average years:		
in Current Position	2.8	3.7
in Current Senate Office	3.6	
in Congress	5.4	5.0
outside of Congress	8.7	

EDUCATIONAL ATTAINMENT:	
High School or less	1.8%
Some College	1.8%
Bachelor Degree	67.9%
Master's Degree	23.2%
Law Degree	3.6%
Doctorate Degree	1.8%

GENDER:	
Male	70.2%
Female	29.8%

MARITAL STATUS:	
Single	38.6%
Married	61.4%

RACE/ETHNICITY:	
Black	5.3%
Hispanic	0.0%
White	94.7%
Other	0.0%

AVERAGE AGE: 36

AVERAGE SALARY 1991:	**$53,429**	**SALARY PERCENTILES**
AVERAGE SALARY 1988:	$45,134	80% -- $65,000
PERCENTAGE INCREASE:	18.4%	60% -- $56,000
AVERAGE ANNUALIZED INCREASE:	5.8%	40% -- $50,000
(Sample size = 57)		20% -- $43,140

Using Percentiles: Percentiles describe the distribution of salaries around the average. For example, sixty percent of all Press Secretaries are between the 20th and the 80th percentiles; their salaries range from $43,140 to $65,000. Percentiles also describe where an individual stands relative to others in the same job. For example, a Press Secretary making $56,000 earns more than sixty percent of all Press Secretaries.

PRESS SECRETARY / COMMUNICATIONS DIRECTOR

The average tenure of Press Secretaries in their current position declined from 3.7 years in 1988 to 2.8 years in 1991, a 24 percent decrease. However, their average number of years in Congress increased, which suggests that Press Secretaries increasingly are being hired away from other offices.

The average salary of Press Secretaries ranks third among Washington staff and has increased by 18 percent since 1988.

Compared to all Washington staff, Press Secretaries tend to have more work experience outside of Congress.

Only 5 percent of all Press Secretaries are minorities, well below the overall average.

REGRESSION ANALYSIS

Variable	Dollar Estimate	Beta
Base Salary	- 15,453	n.a.
Years in Current Position	+ 963	.29
Prior Years Congressional Experience	+ 295	.08
Years of Non-Congressional Experience	+ 52	.03
Years of Education	+ 2,083	.23
Level of Job Responsibility	+ 3,613	.13
Age	+ 716	.49

See pages 33-35 for information on using dollar estimates and interpreting beta values.

As in many of the other positions, **years in current position**, is given moderate consideration by Senate offices in determining salaries for Press Secretaries. The beta value for **age** suggests that age also moderately influences pay; however, is likely that age reflects such factors as maturity, judgment, and expertise that often accompany age.

OFFICE MANAGER / ADMINISTRATIVE DIRECTOR

Office administration that may include monitoring mail flow, office accounts, personnel administration, equipment, furniture, supplies, and filing system.

WORK EXPERIENCE:	1991	1988
Average years:		
in Current Position	4.8	4.8
in Current Senate Office	7.3	
in Congress	11.6	11.4
outside of Congress	5.6	

EDUCATIONAL ATTAINMENT:	
High School or less	4.2%
Some College	18.8%
Bachelor Degree	62.5%
Master's Degree	14.6%
Law Degree	0.0%
Doctorate Degree	0.0%

GENDER:	
Male	22.4%
Female	77.6%

MARITAL STATUS:	
Single	40.8%
Married	59.2%

RACE/ETHNICITY:	
Black	4.1%
Hispanic	0.0%
White	91.8%
Other	4.1%

AVERAGE AGE: 40

AVERAGE SALARY 1991:	**$46,538**	**SALARY PERCENTILES**
AVERAGE SALARY 1988:	$39,490	80% -- $60,000
PERCENTAGE INCREASE:	17.8%	60% -- $47,190
AVERAGE ANNUALIZED INCREASE:	5.7%	40% -- $41,000
(Sample size = 49)		20% -- $35,000

Using Percentiles: Percentiles describe the distribution of salaries around the average. For example, sixty percent of all Office Managers are between the 20th and the 80th percentiles; their salaries range from $35,000 to $60,000. Percentiles also describe where an individual stands relative to others in the same job. For example, an Office Manager making $47,190 earns more than sixty percent of all Office Managers.

OFFICE MANAGER / ADMINISTRATIVE DIRECTOR

Office Managers have the third highest job tenure and the second highest amount of Congressional experience of the positions we analyzed.

Compared with other Senate staff, Office Managers are somewhat older with an average age of 40.

Because their average tenure in their current Senate office is substantially higher than tenure in position, it appears that Office Managers tend to be promoted from within the office.

Over 75 percent of all Office Managers are women and hold at least a bachelor's degree.

REGRESSION ANALYSIS

Variable	Dollar Estimate	Beta
Base Salary	- 20,033	n.a.
Years in Current Position	+ 1,417	.45
Prior Years Congressional Experience	+ 1,192	.50
Years of Non-Congressional Experience	+ 285	.13
Years of Education	+ 2,275	.23
Level of Job Responsibility	+ 4,478	.19
Age	+ 177	.14

See pages 33-35 for information on using dollar estimates and interpreting beta values.

Two factors, **years in current position** and **prior years of congressional experience**, moderately influenced the pay of Senate office managers, as evidenced by the beta values.

EXECUTIVE ASSISTANT / PERSONAL SECRETARY

Assists with Senator's personal requirements, including filing, correspondence, travel arrangements, and bookkeeping.

WORK EXPERIENCE:	1991	1988
Average years:		
in Current Position	6.6	4.4
in Current Senate Office	7.4	
in Congress	12.0	10.2
outside of Congress	8.2	

EDUCATIONAL ATTAINMENT:	
High School or less	7.8%
Some College	23.5%
Bachelor Degree	64.7%
Master's Degree	3.9%
Law Degree	0.0%
Doctorate Degree	0.0%

GENDER:	
Male	3.8%
Female	96.2%

MARITAL STATUS:	
Single	57.7%
Married	42.3%

RACE/ETHNICITY:	
Black	3.8%
Hispanic	0.0%
White	92.3%
Other	3.8%

AVERAGE AGE: 44

AVERAGE SALARY 1991:	**$45,881**	**SALARY PERCENTILES**
AVERAGE SALARY 1988:	$38,020	80% -- $57,500
PERCENTAGE INCREASE:	20.7%	60% -- $49,000
AVERAGE ANNUALIZED INCREASE:	6.5%	40% -- $41,358
(Sample size = 53)		20% -- $33,605

Using Percentiles: Percentiles describe the distribution of salaries around the average. For example, sixty percent of all Executive Assistants are between the 20th and the 80th percentiles; their salaries range from $33,605 to $57,500. Percentiles also describe where an individual stands relative to others in the same job. For example, an Executive Assistant making $49,000 earns more than sixty percent of all Executive Assistants.

EXECUTIVE ASSISTANT / PERSONAL SECRETARY

Since 1988 the average tenure in position of Executive Assistants has increased by 50 percent, one of the largest increases of all positions.

This position has received a significant increase, 20 percent, in average salary since 1988. Executive Assistants are among the top five highest paid staff in Washington offices.

The Executive Assistant position has the highest proportion of women of all Senate staff positions.

Executive Assistants have the highest average age and the longest tenure in position of the 21 staff positions we analyzed.

Over half of all Executive Assistants have bachelor's degrees, but less than 4 percent hold advanced degrees.

REGRESSION ANALYSIS

Variable	Dollar Estimate	Beta
Base Salary	- 16,129	n.a.
Years in Current Position	+ 989	.49
Prior Years Congressional Experience	+ 25	.01
Years of Non-Congressional Experience	+ 262	.15
Years of Education	+ 2,325	.26
Level of Job Responsibility	+ 7,691	.42
Age	+ 181	.15

See pages 33-35 for information on using dollar estimates and interpreting beta values.

Years in current position, level of job responsibility, and **years of education** are given moderate weight by Senate offices, as indicated by the beta values, in influencing salaries of Executive Assistants.

LEGISLATIVE ASSISTANT

Briefs Senator on votes and hearings; prepares legislation, speeches, and Record statements.

WORK EXPERIENCE:	1991	1988
Average years:		
in Current Position	3.1	2.9
in Current Senate Office	3.8	
in Congress	5.2	4.2
outside of Congress	3.8	

EDUCATIONAL ATTAINMENT:	
High School or less	0.4%
Some College	1.1%
Bachelor Degree	55.6%
Master's Degree	22.5%
Law Degree	15.3%
Doctorate Degree	5.1%

GENDER:	
Male	54.4%
Female	45.6%

MARITAL STATUS:	
Single	59.8%
Married	40.2%

RACE/ETHNICITY:	
Black	2.8%
Hispanic	2.5%
White	92.5%
Other	2.1%

AVERAGE AGE: 33

AVERAGE SALARY 1991:	**$40,861**	**SALARY PERCENTILES**
AVERAGE SALARY 1988:	$35,673	80% -- $51,000
PERCENTAGE INCREASE:	14.7%	60% -- $42,000
AVERAGE ANNUALIZED INCREASE:	4.7%	40% -- $35,000
(Sample size = 288)		20% -- $30,000

Using Percentiles: Percentiles describe the distribution of salaries around the average. For example, sixty percent of all Legislative Assistants are between the 20th and the 80th percentiles; their salaries range from $30,000 to $51,000. Percentiles also describe where an individual stands relative to others in the same job. For example, a Legislative Assistant making $42,000 earns more than sixty percent of all LAs.

LEGISLATIVE ASSISTANT

LAs are the largest group of Senate staff, comprising more than 14 percent of all staff in our survey.

Legislative Assistants on average have slightly more education than Administrative Assistants but have much less congressional and non-congressional work experience. Legislative Assistants have the third highest percentage of graduate degrees.

In contrast to most higher paying positions, Legislative Assistants' average tenure in position has increased since 1988.

REGRESSION ANALYSIS

Variable	Dollar Estimate	Beta
Base Salary	- 21,412	n.a.
Years in Current Position	+ 1,192	.29
Prior Years Congressional Experience	+ 1,014	.21
Years of Non-Congressional Experience	+ 405	.17
Years of Education	+ 2,564	.31
Level of Job Responsibility	- 832	-.03
Age	+ 349	.19

See pages 33-35 for information on using dollar estimates and interpreting beta values.

The beta values indicate that two variables, **years of education** and **years in current position**, have moderate influence on the salaries for Legislative Assistants.

SCHEDULER / APPOINTMENTS SECRETARY

Schedules Senator; reviews and researches invitations; makes arrangements for appointments.

WORK EXPERIENCE:	1991	1988
Average years:		
in Current Position	3.7	2.7
in Current Senate Office	4.4	
in Congress	6.2	4.3
outside of Congress	4.1	

EDUCATIONAL ATTAINMENT:	
High School or less	0.0%
Some College	20.0%
Bachelor Degree	75.0%
Master's Degree	5.0%
Law Degree	0.0%
Doctorate Degree	0.0%

GENDER:	
Male	5.0%
Female	95.0%

MARITAL STATUS:	
Single	72.5%
Married	27.5%

RACE/ETHNICITY:	
Black	2.5%
Hispanic	2.5%
White	95.0%
Other	0.0%

AVERAGE AGE: 32

AVERAGE SALARY 1991:	**$34,399**	**SALARY PERCENTILES**
AVERAGE SALARY 1988:	$27,400	80% -- $40,000
PERCENTAGE INCREASE:	25.5%	60% -- $35,000
AVERAGE ANNUALIZED INCREASE:	7.9%	40% -- $31.230
(Sample size = 40)		20% -- $25,000

Using Percentiles: Percentiles describe the distribution of salaries around the average. For example, sixty percent of all Schedulers are between the 20th and the 80th percentiles; their salaries range from $25,000 to $40,000. Percentiles also describe where an individual stands relative to others in the same job. For example, a Scheduler making $35,000 earns more than sixty percent of all Schedulers.

SCHEDULER / APPOINTMENTS SECRETARY

Schedulers have experienced a large increase in salary, 25.5 percent, since the 1988 survey. This rate of increase is among the highest of any position.

The turnover rate has decreased among Schedulers during the past three years. Average tenure in position has increased a full year, from 2.7 to 3.7 years, representing a 37 percent increase.

Furthermore, average experience in Congress has increased almost two years, which suggests that vacant positions are increasingly being filled by people who are already employed in Congress.

Schedulers are overwhelmingly women. Only one other position, Executive Assistant, has a greater proportion of women among its ranks.

As with virtually every other position in Senate offices, Schedulers as a group are well educated with 80 percent holding at least a bachelor's degree.

REGRESSION ANALYSIS

Variable	Dollar Estimate	Beta
Base Salary	+ 35,944	n.a.
Years in Current Position	+ 874	.37
Prior Years Congressional Experience	+ 1,692	.61
Years of Non-Congressional Experience	+ 517	.29
Years of Education	- 704	-.08
Level of Job Responsibility	+ 2,429	.15
Age	- 108	-.09

See pages 33-35 for information on using dollar estimates and interpreting beta values.

As evidenced by the beta values, three variables influence the salaries of Schedulers. **Prior years of congressional experience** is a strong influence on the pay of Schedulers in Senate offices. **Years in current position** and **years of non-congressional experience** are given moderate weight in influencing salaries in this position.

SYSTEMS ADMINISTRATOR

Manages all hardware and software systems used by office; liaison with vendors and Senate Computer Center; responsible for in-house computer training.

WORK EXPERIENCE:	1991	1988
Average years:		
in Current Position	4.1	3.8
in Current Senate Office	5.0	
in Congress	8.2	8.1
outside of Congress	1.7	

EDUCATIONAL ATTAINMENT:	
High School or less	12.2%
Some College	22.0%
Bachelor Degree	65.9%
Master's Degree	0.0%
Law Degree	0.0%
Doctorate Degree	0.0%

GENDER:	
Male	44.2%
Female	55.8%

MARITAL STATUS:	
Single	62.8%
Married	37.2%

RACE/ETHNICITY:	
Black	16.3%
Hispanic	0.0%
White	83.7%
Other	0.0%

AVERAGE AGE: 31

AVERAGE SALARY 1991:	**$30,014**	**SALARY PERCENTILES**
AVERAGE SALARY 1988:	$27,400	80% -- $37,200
PERCENTAGE INCREASE:	9.5%	60% -- $31,751
AVERAGE ANNUALIZED INCREASE:	3.1%	40% -- $28,000
(Sample size = 43)		20% -- $24,256

Using Percentiles: Percentiles describe the distribution of salaries around the average. For example, sixty percent of all System Administrators are between the 20th and the 80th percentiles; their salaries range from $24,256 to $37,200. Percentiles also describe where an individual stands relative to others in the same job. For example, a Systems Administrator making $31,751 earns more than sixty percent of all Systems Administrators.

SYSTEMS ADMINISTRATOR

The average salary increase of Systems Administrators over the past three years is approximately half as great as the overall average increase and has even failed to keep pace with cost of living adjustments.

Individuals in this position tend to have substantial experience in Congress, but very little work experience outside of Congress. This suggests that most Systems Administrators have spent their entire career in Congressional offices.

None of the Systems Administrators have graduate degrees but over 65 percent have bachelor's degrees.

Systems Administrators, as a group, have twice the percentage of African Americans of all Senate staff.

REGRESSION ANALYSIS

Variable	Dollar Estimate	Beta
Base Salary	+ 13,511	n.a.
Years in Current Position	+ 629	.38
Prior Years Congressional Experience	+ 607	.45
Years of Non-Congressional Experience	+ 102	.03
Years of Education	+ 265	.06
Level of Job Responsibility	+ 2,587	.22
Age	+ 126	.11

See pages 33-35 for information on using dollar estimates and interpreting beta values.

The beta values indicate that two variables, **years in current position** and **prior congressional experience**, are given moderate weight by Senate offices in influencing salaries of System Administrators.

ASSISTANT / SECRETARY TO THE ADMINISTRATIVE ASSISTANT

Assists AA in various administrative and management areas.

WORK EXPERIENCE:	1991	1988
Average years:		
in Current Position	2.7	2.5
in Current Senate Office	3.3	
in Congress	4.8	4.7
outside of Congress	4.5	

EDUCATIONAL ATTAINMENT:	
High School or less	12.8%
Some College	12.8%
Bachelor Degree	71.8%
Master's Degree	2.6%
Law Degree	0.0%
Doctorate Degree	0.0%

GENDER:	
Male	5.0%
Female	95.0%

MARITAL STATUS:	
Single	77.5%
Married	22.5%

RACE/ETHNICITY:	
Black	2.5%
Hispanic	2.5%
White	90.0%
Other	5.0%

AVERAGE AGE: 31

AVERAGE SALARY 1991:	**$28,045**	**SALARY PERCENTILES**
AVERAGE SALARY 1988:	$24,900	80% -- $31,867
PERCENTAGE INCREASE:	12.6%	60% -- $27,864
AVERAGE ANNUALIZED INCREASE:	4.0%	40% -- $25,500
(Sample size = 40)		20% -- $22,000

Using Percentiles: Percentiles describe the distribution of salaries around the average. For example, sixty percent of all Assistants to the Administrative Assistant are between the 20th and the 80th percentiles; their salaries range from $22,000 to $31,867. Percentiles also describe where an individual stands relative to others in the same job. For example, an Assistant to the AA making $27,864 earns more than sixty percent of all Assistants to the AA.

ASSISTANT / SECRETARY TO THE ADMINISTRATIVE ASSISTANT

Assistants to the AA are disproportionately single, female, and white. This position has the second highest proportion of women of all positions in the survey.

Tenure in position and in Congress have remained stable since 1988.

The average salary increase for this position is less than the average salary increase for all positions but equal to the COLA raises since 1988.

REGRESSION ANALYSIS

Variable	Dollar Estimate	Beta
Base Salary	+ 24,217	n.a.
Years in Current Position	+ 753	.43
Prior Years Congressional Experience	+ 439	.21
Years of Non-Congressional Experience	+ 468	.30
Years of Education	- 236	-.05
Level of Job Responsibility	+ 299	.03
Age	+ 66	.10

See pages 33-35 for information on using dollar estimates and interpreting beta values.

The beta values indicate that two variables, **years in current position** and **years of non-congressional experience**, are given moderate weight by Senate offices in influencing salaries for this position.

CORRESPONDENCE DIRECTOR / MAIL MANAGER

Supervises opening, routing, and production of mail and all staff involved in these processes.

WORK EXPERIENCE:	1991	1988
Average years:		
in Current Position	4.2	n.a.
in Current Senate Office	5.9	
in Congress	8.5	n.a.
outside of Congress	5.2	

EDUCATIONAL ATTAINMENT:	
High School or less	0.0%
Some College	29.0%
Bachelor Degree	64.5%
Master's Degree	6.5%
Law Degree	0.0%
Doctorate Degree	0.0%

GENDER:	
Male	50.0%
Female	50.0%

MARITAL STATUS:	
Single	61.8%
Married	38.2%

RACE/ETHNICITY:	
Black	14.7%
Hispanic	0.0%
White	82.4%
Other	2.9%

AVERAGE AGE: 34

AVERAGE SALARY 1991:	**$28,032**	**SALARY PERCENTILES**
AVERAGE SALARY 1988:	n.a.	80% -- $35,366
PERCENTAGE INCREASE:	n.a.	60% -- $29,474
AVERAGE ANNUALIZED INCREASE:	n.a.	40% -- $25,000
(Sample size = 34)		20% -- $20,000

Using Percentiles: Percentiles describe the distribution of salaries around the average. For example, sixty percent of all Correspondence Directors are between the 20th and the 80th percentiles; their salaries range from $20,000 to $35,366. Percentiles also describe where an individual stands relative to others in the same job. For example, a Correspondence Director making $29,474 earns more than sixty percent of all Correspondence Directors.

CORRESPONDENCE DIRECTOR / MAIL MANAGER

Correspondence Directors have above average experience in Congress and tenure in position.

The percentage of men and women in these positions is equal, the only such position in our survey.

The percentage of minority Correspondence Directors is slightly higher than the overall percentage of minority Senate staff.

This position was not included in previous reports.

REGRESSION ANALYSIS

Variable	Dollar Estimate	Beta
Base Salary	+ 18,442	n.a.
Years in Current Position	+ 983	.46
Prior Years Congressional Experience	+ 704	.44
Years of Non-Congressional Experience	+ 73	.05
Years of Education	+ 168	.02
Level of Job Responsibility	+ 2,902	.22
Age	- 109	-.13

See pages 33-35 for information on using dollar estimates and interpreting beta values.

Years in current position and **years of prior congressional experience** moderately influence the salaries of Correspondence Directors in Senate offices, as evidenced by the beta values.

WASHINGTON OFFICE ASSISTANT / GENERAL ASSISTANT

Handles clerical responsibilities such as typing, filing, faxing, and answering telephone.

WORK EXPERIENCE:	1991	1988
Average years:		
in Current Position	3.4	3.1
in Current Senate Office	4.0	
in Congress	6.5	5.1
outside of Congress	7.3	

EDUCATIONAL ATTAINMENT:	
High School or less	25.7%
Some College	31.4%
Bachelor Degree	40.0%
Master's Degree	2.9%
Law Degree	0.0%
Doctorate Degree	0.0%

GENDER:	
Male	5.7%
Female	94.3%

MARITAL STATUS:	
Single	54.3%
Married	45.7%

RACE/ETHNICITY:	
Black	14.3%
Hispanic	2.9%
White	77.1%
Other	5.7%

AVERAGE AGE: 35

AVERAGE SALARY 1991:	$27,553	SALARY PERCENTILES
AVERAGE SALARY 1988:	$21,820	80% -- $35,000
PERCENTAGE INCREASE:	26.3%	60% -- $27,566
AVERAGE ANNUALIZED INCREASE:	8.1%	40% -- $22,864
(Sample size = 36)		20% -- $20,000

Using Percentiles: Percentiles describe the distribution of salaries around the average. For example, sixty percent of all Office Assistants are between the 20th and the 80th percentiles; their salaries range from $20,000 to $35,000. Percentiles also describe where an individual stands relative to others in the same job. For example, an Office Assistant making $27,566 earns more than sixty percent of all Office Assistants.

WASHINGTON OFFICE ASSISTANT / GENERAL ASSISTANT

Washington Office Assistants have experienced a significant salary increase since 1988. Their 26.3 percent increase over three years is the second highest increase of the 21 positions we analyzed.

Tenure in position is up slightly, while tenure in Congress has increased over 27 percent since 1988.

Educational attainment among Office Assistants is among the lowest of all Senate staff positions. With over 40 percent holding at least a bachelor's degree, however, Office Assistants compare favorably to the general U.S. labor force and to Federal employees.

Minority representation in this position exceeds that of the overall Senate staff population. The proportion of African Americans, 14.3 percent, is approximately twice the overall rate of black representation in the Senate staff labor force.

The overwhelming majority of Office Assistants are women. Only three positions have a greater proportion of women.

REGRESSION ANALYSIS

Variable	Dollar Estimate	Beta
Base Salary	- 8,681	n.a.
Years in Current Position	+ 1,281	.47
Prior Years Congressional Experience	+ 958	.58
Years of Non-Congressional Experience	+ 705	.52
Years of Education	+ 1,911	.32
Level of Job Responsibility	- 105	-.01
Age	- 104	-.12

See pages 33-35 for information on using dollar estimates and interpreting beta values.

The beta values suggest that **prior years of congressional experience** and **years of non-congressional experience** substantially influence the salaries of Office Assistants. In addition, **years in current position** and **years of education** are moderate influences on pay.

DEPUTY / ASSISTANT PRESS SECRETARY

Assists Press Secretary in range of media activities.

WORK EXPERIENCE:	1991	1988
Average years:		
in Current Position	1.4	1.5
in Current Senate Office	1.8	
in Congress	2.2	2.1
outside of Congress	2.9	

EDUCATIONAL ATTAINMENT:	
High School or less	0.0%
Some College	1.9%
Bachelor Degree	90.4%
Master's Degree	7.7%
Law Degree	0.0%
Doctorate Degree	0.0%

GENDER:	
Male	43.4%
Female	56.6%

MARITAL STATUS:	
Single	81.8%
Married	18.9%

RACE/ETHNICITY:	
Black	7.5%
Hispanic	3.8%
White	88.7%
Other	0.0%

AVERAGE AGE: 27

AVERAGE SALARY 1991:	**$25,686**	**SALARY PERCENTILES**
AVERAGE SALARY 1988:	$23,527	80% -- $30,000
PERCENTAGE INCREASE:	9.2	60% -- $26,500
AVERAGE ANNUALIZED INCREASE:	3.0%	40% -- $24,500
(Sample size = 53)		20% -- $22,000

Using Percentiles: Percentiles describe the distribution of salaries around the average. For example, sixty percent of all Deputy Press Secretaries are between the 20th and the 80th percentiles; their salaries range from $22,000 to $30,000. Percentiles also describe where an individual stands relative to others in the same job. For example, a Deputy Press Secretary making $26,500 earns more than sixty percent of all Deputy Press Secretaries.

DEPUTY / ASSISTANT PRESS SECRETARY

Deputy Press Secretaries are paid an average salary that is approximately half of the average salary paid to Press Secretaries. In addition, the average salary increase of Deputy Press Secretaries since 1988 is exactly one-half of the salary increase of Press Secretaries.

Deputy Press Secretaries tend to be younger than most of the other staff, with an average age of 27, the third youngest of Senate staff.

While less than one-third of Press Secretaries are women, over half of Deputy Press Secretaries are female.

Deputy Press Secretaries are predominantly single.

REGRESSION ANALYSIS

Variable	Dollar Estimate	Beta
Base Salary	- 22,464	n.a.
Years in Current Position	+ 1,233	.34
Prior Years Congressional Experience	+ 845	.14
Years of Non-Congressional Experience	+ 663	.40
Years of Education	+ 2,568	.25
Level of Job Responsibility	- 1,628	-.13
Age	+ 161	.12

See pages 33-35 for information on using dollar estimates and interpreting beta values.

Two variables, **years in current position** and **years of non-congressional experience**, moderately affect the salaries of Deputy Press Secretaries, as indicated by the beta values.

COMPUTER OPERATOR / CMS SPECIALIST

Responds to mail requiring personalized "form letter" responses; coordinates input and output of names, codes, paragraphs, and mailing lists.

WORK EXPERIENCE:	1991	1988
Average years:		
in Current Position	4.3	2.6
in Current Senate Office	4.4	
in Congress	9.2	5.0
outside of Congress	3.7	

EDUCATIONAL ATTAINMENT:	
High School or less	48.7%
Some College	25.0%
Bachelor Degree	26.3%
Master's Degree	0.0%
Law Degree	0.0%
Doctorate Degree	0.0%

GENDER:	
Male	15.0%
Female	85.0%

MARITAL STATUS:	
Single	52.5%
Married	47.5%

RACE/ETHNICITY:	
Black	38.8%
Hispanic	1.3%
White	57.5%
Other	2.5%

AVERAGE AGE: 34

AVERAGE SALARY 1991:	**$22,774**	**SALARY PERCENTILES**
AVERAGE SALARY 1988:	$20,515	80% -- $28,068
PERCENTAGE INCREASE:	11.0%	60% -- $23,000
AVERAGE ANNUALIZED INCREASE:	3.5%	40% -- $20,000
(Sample size = 81)		20% -- $17,698

Using Percentiles: Percentiles describe the distribution of salaries around the average. For example, sixty percent of all Computer Operators are between the 20th and the 80th percentiles; their salaries range from $17,698 to $28,068. Percentiles also describe where an individual stands relative to others in the same job. For example, a Computer Operator making $23,000 earns more than sixty percent of all Computer Operators.

COMPUTER OPERATOR / CMS SPECIALIST

The job tenure of Computer Operators has increased more than any other position since 1988.

Among staff in Senate offices, Computer Operators are the least likely to hold college degrees. In comparison with the eighteen and older U.S. population, however, Senate Computer Operators are more than one and a half times as likely to hold bachelor's degrees.

The percentage of African Americans in this position, 38.8 percent, is much higher than any other Senate staff position.

Computer Operators have spent more than 70 percent of their careers in Congress.

REGRESSION ANALYSIS

Variable	Dollar Estimate	Beta
Base Salary	+ 14,726	n.a.
Years in Current Position	+ 749	.54
Prior Years Congressional Experience	+ 44	.05
Years of Non-Congressional Experience	- 3	-.00
Years of Education	- 81	-.02
Level of Job Responsibility	+ 2,008	.13
Age	+ 109	.19

See pages 33-35 for information on using dollar estimates and interpreting beta values.

As indicated by a beta value of .54, **years in current position** substantially influenced the salaries of Senate Computer Operators in Senate offices.

LEGISLATIVE CORRESPONDENT

Responsible for answering legislative correspondence.

WORK EXPERIENCE:	1991	1988
Average years:		
in Current Position	1.3	1.6
in Current Senate Office	1.6	
in Congress	1.8	1.9
outside of Congress	0.9	

EDUCATIONAL ATTAINMENT:	
High School or less	0.6%
Some College	1.9%
Bachelor Degree	92.0%
Master's Degree	5.6%
Law Degree	0.0%
Doctorate Degree	0.0%

GENDER:	
Male	50.9%
Female	49.1%

MARITAL STATUS:	
Single	91.5%
Married	8.5%

RACE/ETHNICITY:	
Black	2.4%
Hispanic	1.2%
White	95.8%
Other	0.6%

AVERAGE AGE: 25

AVERAGE SALARY 1991:	**$20,996**	**SALARY PERCENTILES**
AVERAGE SALARY 1988:	$18,047	80% -- $23,500
PERCENTAGE INCREASE:	16.3%	60% -- $21,000
AVERAGE ANNUALIZED INCREASE:	5.2%	40% -- $20,000
(Sample size = 169)		20% -- $18,500

Using Percentiles: Percentiles describe the distribution of salaries around the average. For example, sixty percent of all Legislative Correspondents are between the 20th and the 80th percentiles; their salaries range from $18,500 to $23,500. Percentiles also describe where an individual stands relative to others in the same job. For example, a Legislative Correspondent making $21,000 earns more than sixty percent of all Legislative Correspondents.

LEGISLATIVE CORRESPONDENT

Legislative Correspondents are among the lowest paid staff in Washington offices and have the lowest job tenure of any position in our survey.

Legislative Correspondents comprise the third largest position with 8.5 percent of all Senate staff. They are the second most numerous group in Washington.

Legislative Correspondents are one of the youngest groups with an average age of 25 and have the least amount of work experience outside Congress.

The percentage of Legislative Correspondents who are single is the second highest of all staff positions.

REGRESSION ANALYSIS

Variable	Dollar Estimate	Beta
Base Salary	+ 20,287	n.a.
Years in Current Position	+ 1,239	.44
Prior Years Congressional Experience	+ 1,209	.38
Years of Non-Congressional Experience	+ 15	.01
Years of Education	- 233	-.04
Level of Job Responsibility	- 295	-.04
Age	+ 102	.09

See pages 33-35 for information on using dollar estimates and interpreting beta values.

Two variables, **years in current position** and **prior years of congressional experience**, are given moderate weight by Senate offices when determining pay for Legislative Correspondents, as evidenced by the beta values.

RECEPTIONIST

Front desk assignment -- greets visitors, answers telephone, arranges general constituent requests and tours.

WORK EXPERIENCE:	1991	1988
Average years:		
in Current Position	1.8	1.4
in Current Senate Office	1.8	
in Congress	2.0	1.7
outside of Congress	2.6	

EDUCATIONAL ATTAINMENT:	
High School or less	1.0%
Some College	20.0%
Bachelor Degree	78.0%
Master's Degree	1.0%
Law Degree	0.0%
Doctorate Degree	0.0%

GENDER:	
Male	15.4%
Female	84.6%

MARITAL STATUS:	
Single	89.4%
Married	10.6%

RACE/ETHNICITY:	
Black	8.7%
Hispanic	2.9%
White	85.6%
Other	2.9%

AVERAGE AGE: 27

AVERAGE SALARY 1991:	**$20,115**	**SALARY PERCENTILES**
AVERAGE SALARY 1988:	$17,810	80% -- $21,000
PERCENTAGE INCREASE:	12.9%	60% -- $19,500
AVERAGE ANNUALIZED INCREASE:	4.1%	40% -- $18,000
(Sample size = 104)		20% -- $17,000

Using Percentiles: Percentiles describe the distribution of salaries around the average. For example, sixty percent of all Receptionists are between the 20th and the 80th percentiles; their salaries range from $17,000 to $21,000. Percentiles also describe where an individual stands relative to others in the same job. For example, a Receptionist making $19,500 earns more than sixty percent of all Receptionists.

RECEPTIONIST

Receptionists are among the youngest and lowest paid staff. Although their average age is 27, more than half of Receptionists are under the age of 23.

Turnover among Receptionists has decreased since 1988 as tenure in position has increased more than 28 percent.

The average salary for Receptionists in Senate offices closely resembles the salary of Receptionists in the Federal government at the GS 6 level.

Minority representation in this position closely resembles the overall minority composition of Senate staff.

Senate Receptionists tend to be well educated, with 78 percent holding at least a bachelor's degree.

REGRESSION ANALYSIS

Variable	Dollar Estimate	Beta
Base Salary	+ 17,214	n.a.
Years in Current Position	+ 1,462	.79
Prior Years Congressional Experience	+ 1,011	.19
Years of Non-Congressional Experience	+ 277	.20
Years of Education	+ 20	.00
Level of Job Responsibility	+ 686	.05
Age	- 64	-.10

See pages 33-35 for information on using dollar estimates and interpreting beta values.

Only one variable, **years in current position**, appears to be strongly weighted by Senate offices in determining pay for Receptionists. The beta of .79 for this variable is the highest beta value found in the positions we analyzed.

CORRESPONDENCE ASSISTANT / MAIL ROOM STAFFER

Opens, logs, and routes mail.

WORK EXPERIENCE:	1991	1988
Average years:		
in Current Position	2.3	1.8
in Current Senate Office	2.3	
in Congress	2.5	2.3
outside of Congress	1.4	

EDUCATIONAL ATTAINMENT:	
High School or less	5.6%
Some College	30.6%
Bachelor Degree	61.1%
Master's Degree	2.8%
Law Degree	0.0%
Doctorate Degree	0.0%

GENDER:	
Male	64.9%
Female	32.4%

MARITAL STATUS:	
Single	91.7%
Married	8.3%

RACE/ETHNICITY:	
Black	8.3%
Hispanic	2.8%
White	88.9%
Other	0.0%

AVERAGE AGE: 25

AVERAGE SALARY 1991:	**$18,054**	**SALARY PERCENTILES**
AVERAGE SALARY 1988:	$16,600	80% -- $20,492
PERCENTAGE INCREASE:	8.8%	60% -- $18,000
AVERAGE ANNUALIZED INCREASE:	2.8%	40% -- $17,000
(Sample size = 37)		20% -- $16,178

Using Percentiles: Percentiles describe the distribution of salaries around the average. For example, sixty percent of all Correspondence Assistants are between the 20th and the 80th percentiles; their salaries range from $16,178 to $20,492. Percentiles also describe where an individual stands relative to others in the same job. For example, a Correspondence Assistant making $18,000 earns more than sixty percent of all Correspondence Assistants.

CORRESPONDENCE ASSISTANT / MAIL ROOM STAFFER

Correspondence Assistants are one of the youngest groups of Senate staff, with an average age of 25, and receive the lowest average salary of all Senate staff positions. Furthermore, their salary increase since 1988 was among the lowest, averaging only 2.8 percent per year, well below cost of living adjustments.

Despite their youth, their average job tenure has increased by 27 percent since 1988.

Almost 65 percent of Correspondence Assistants are male and over 90 percent are single.

REGRESSION ANALYSIS

Variable	Dollar Estimate	Beta
Base Salary	+ 5,414	n.a.
Years in Current Position	+ 144	.16
Prior Years Congressional Experience	- 479	-.09
Years of Non-Congressional Experience	- 506	-.40
Years of Education	- 67	-.03
Level of Job Responsibility	+ 2,419	.37
Age	+ 442	.60

See pages 33-35 for information on using dollar estimates and interpreting beta values.

Age appeared to strongly influence the salaries of Correspondence Assistants, while **level of job responsibility** moderately influenced pay. An interesting, albeit counter-intuitive, finding is that **years of non-congressional experience** negatively affected salaries. We can offer no compelling reason for this result.

STATE DIRECTOR

Manages all state offices; directs overall state office operation and work flow; represents Senator at meetings and events.

WORK EXPERIENCE:	1991	1988
Average years:		
in Current Position	4.3	5.3
in Current Senate Office	6.5	
in Congress	7.7	7.8
outside of Congress	13.0	

EDUCATIONAL ATTAINMENT:	
High School or less	0.0%
Some College	13.5%
Bachelor Degree	59.5%
Master's Degree	13.5%
Law Degree	10.8%
Doctorate Degree	2.7%

GENDER:	
Male	74.4%
Female	25.6%

MARITAL STATUS:	
Single	23.8%
Married	76.2%

RACE/ETHNICITY:	
Black	7.1%
Hispanic	0.0%
White	90.5%
Other	2.4%

AVERAGE AGE: 42

AVERAGE SALARY 1991:	$60,874	SALARY PERCENTILES
AVERAGE SALARY 1988:	$47,300	80% -- $72,000
PERCENTAGE INCREASE:	28.7%	60% -- $64,000
AVERAGE ANNUALIZED INCREASE:	8.8%	40% -- $57,500
(Sample size = 43)		20% -- $50,000

Using Percentiles: Percentiles describe the distribution of salaries around the average. For example, sixty percent of all State Directors are between the 20th and the 80th percentiles; their salaries range from $50,000 to $72,000. Percentiles also describe where an individual stands relative to others in the same job. For example, a State Director making $64,000 earns more than 60% of all State Directors.

STATE DIRECTOR

This position offers the highest average salary in state offices and the third highest average salary of all Senate staff. State Directors also enjoyed the highest salary increase since 1988 of all positions in our survey.

The average tenure of State Directors decreased from 5.3 years in 1988 to 4.3 years in 1991, a decrease of more than 18 percent. Nonetheless, State Directors have one of the lower turnover rates.

Of all Senate staff positions, State Directors have the most work experience outside Congress and are the third oldest group.

REGRESSION ANALYSIS

Variable	Dollar Estimate	Beta
Base Salary	+ 38,582	n.a.
Years in Current Position	+ 180	.07
Prior Years Congressional Experience	- 665	-.24
Years of Non-Congressional Experience	+ 240	.15
Years of Education	+ 278	.04
Level of Job Responsibility	+ 1,614	.06
Age	+ 336	.22

See pages 33-35 for information on using dollar estimates and interpreting beta values.

None of the variables we tested were statistically related to salaries for State Directors. This result suggests that people in this position are valued for qualities and skills that we did not attempt to measure. These may include knowledge of the state, loyalty, political acumen, and other factors.

REGIONAL DIRECTOR

Manages activities of a single state office; represents Senator at meetings and events; helps shape Senator's schedule in region.

WORK EXPERIENCE:	1991	1988
Average years:		
in Current Position	5.4	n.a
in Current Senate Office	6.8	
in Congress	7.7	n.a
outside of Congress	10.7	

EDUCATIONAL ATTAINMENT:	
High School or less	3.5%
Some College	26.7%
Bachelor Degree	57.0%
Master's Degree	10.5%
Law Degree	2.3%
Doctorate Degree	0.0%

GENDER:	
Male	25.3%
Female	74.7%

MARITAL STATUS:	
Single	29.3%
Married	70.7%

RACE/ETHNICITY:	
Black	5.1%
Hispanic	7.1%
White	85.9%
Other	2.0%

AVERAGE AGE: 43

AVERAGE SALARY 1991:	$33,056	SALARY PERCENTILES
AVERAGE SALARY 1988:	n.a.	80% -- $39,850
PERCENTAGE INCREASE:	n.a.	60% -- $33,500
AVERAGE ANNUALIZED INCREASE:	n.a.	40% -- $30,000
(Sample size = 38)		20% -- $26,000

Using Percentiles: Percentiles describe the distribution of salaries around the average. For example, sixty percent of all Regional Directors are between the 20th and the 80th percentiles; their salaries range from $26,000 to $39,850. Percentiles also describe where an individual stands relative to others in the same job. For example, a Regional Director making $33,500 earns more than sixty percent of all Regional Directors.

REGIONAL DIRECTOR

Regional Directors' average job tenure is 5.4 years, the second longest tenure among Senate staff.

Regional Directors are the second highest paid state staff, but rank ninth among all staff positions.

Regional Directors, similar to other state positions, tend to have substantial work experience outside Congress, with an average of 10 years.

We did not include this position in previous reports.

REGRESSION ANALYSIS

Variable	Dollar Estimate	Beta
Base Salary	- 2,956	n.a.
Years in Current Position	+ 701	.39
Prior Years Congressional Experience	+ 533	.19
Years of Non-Congressional Experience	+ 55	.04
Years of Education	+ 2,116	.33
Level of Job Responsibility	+ 936	.05
Age	- 90	-.10

See pages 33-35 for information on using dollar estimates and interpreting beta values.

As with many other positions, Senate offices give moderate influence to **years in current position** for Regional Directors. The beta values indicate that another variable, **years of education,** also influences salary.

FIELD REPRESENTATIVE

Represents Senator in meetings with local officials and constituent groups.

WORK EXPERIENCE:	1991	1988
Average years:		
in Current Position	3.8	4.3
in Current Senate Office	4.4	
in Congress	4.8	4.7
outside of Congress	10.3	

EDUCATIONAL ATTAINMENT:	
High School or less	6.0%
Some College	20.5%
Bachelor Degree	62.9%
Master's Degree	5.3%
Law Degree	3.3%
Doctorate Degree	2.0%

GENDER:	
Male	45.5%
Female	54.5%

MARITAL STATUS:	
Single	50.0%
Married	50.0%

RACE/ETHNICITY:	
Black	8.3%
Hispanic	3.8%
White	85.3%
Other	2.6%

AVERAGE AGE: 39

AVERAGE SALARY 1991:	**$27,000**	**SALARY PERCENTILES**
AVERAGE SALARY 1988:	$24,858	80% -- $33,975
PERCENTAGE INCREASE:	8.6%	60% -- $28,000
AVERAGE ANNUALIZED INCREASE:	2.8%	40% -- $25,000
(Sample size = 158)		20% -- $20,700

Using Percentiles: Percentiles describe the distribution of salaries around the average. For example, sixty percent of all Field Representatives are between 20th and the 80th percentiles; their salaries range from $20,700 to $33,975. Percentiles also describe where an individual stands relative to others in the same job. For example, a Field Representative making $28,000 earns more than sixty percent of all Field Representatives.

FIELD REPRESENTATIVE

Field Representatives experienced the smallest increase in average salary of all staff positions, with only an 8.6 percent increase in salary since 1988--about half of the overall salary increase.

The average tenure of Field Representatives has decreased both in their current position and their work experience in Congress.

Field Representatives are the fourth largest group, comprising almost 8 percent of staff in our study, slightly less than Legislative Correspondents.

REGRESSION ANALYSIS

Variable	Dollar Estimate	Beta
Base Salary	+ 4,489	n.a.
Years in Current Position	+ 393	.18
Prior Years Congressional Experience	+ 802	.23
Years of Non-Congressional Experience	- 21	-.02
Years of Education	+ 820	.16
Level of Job Responsibility	+ 1,093	.07
Age	+ 153	.21

See pages 33-35 for information on using dollar estimates and interpreting beta values.

None of the variables we tested were statistically related to the salaries of Field Representatives. This suggests that Senate offices value other factors for people in this job.

STATE CASEWORKER

Handles constituent casework: meets/talks with constituent, contacts agencies, and notifies constituent of case resolution.

WORK EXPERIENCE:	1991	1988
Average years:		
in Current Position	4.3	3.4
in Current Senate Office	4.9	
in Congress	5.7	3.6
outside of Congress	8.4	

EDUCATIONAL ATTAINMENT:	
High School or less	10.8%
Some College	21.7%
Bachelor Degree	62.1%
Master's Degree	3.4%
Law Degree	1.5%
Doctorate Degree	0.5%

GENDER:	
Male	23.6%
Female	76.4%

MARITAL STATUS:	
Single	44.2%
Married	55.8%

RACE/ETHNICITY:	
Black	10.2%
Hispanic	8.4%
White	80.4%
Other	0.9%

AVERAGE AGE: 37

AVERAGE SALARY 1991:	$23,513	SALARY PERCENTILES
AVERAGE SALARY 1988:	$19,750	80% -- $28,500
PERCENTAGE INCREASE:	19.1%	60% -- $24,000
AVERAGE ANNUALIZED INCREASE:	6.0%	40% -- $20,925
(Sample size = 242)		20% -- $18,000

Using Percentiles: Percentiles describe the distribution of salaries around the average. For example, sixty percent of all State Caseworkers are between the 20th and the 80th percentiles; their salaries range from $18,000 to $28,500. Percentiles also describe where an individual stands relative to others in the same job. For example, a State Caseworker making $24,000 earns more than sixty percent of all State Caseworkers.

STATE CASEWORKER

The average job tenure of State Caseworkers has increased substantially, 26.5 percent, since 1988 while their average years of Congressional work experience has decreased.

State Caseworkers represent 12.1 percent of all Senate staff, the second largest percentage, and over one-third of all state staff.

Minorities fill more than 19 percent of these positions, one of the highest percentages of minorities in any position.

While State Caseworkers are several years older than the Senate staff average, they are the second youngest of the five state positions we analyzed.

REGRESSION ANALYSIS

Variable	Dollar Estimate	Beta
Base Salary	+ 17,606	n.a.
Years in Current Position	+ 823	.53
Prior Years Congressional Experience	+ 733	.28
Years of Non-Congressional Experience	+ 141	.15
Years of Education	+ 30	.01
Level of Job Responsibility -	+ 2,247	.16
Age	- 73	-.11

See pages 33-35 for information on using dollar estimates and interpreting beta values.

Years in current position, with a beta value in excess of .50, substantially influenced the pay of State Caseworkers, while **prior years of congressional experience** moderately influenced salary.

STATE OFFICE ASSISTANT

Handles clerical responsibilities such as answering telephone, typing, filing, and faxing.

WORK EXPERIENCE:	1991	1988
Average years:		
in Current Position	3.4	4.1
in Current Senate Office	3.5	
in Congress	3.9	4.5
outside of Congress	7.0	

EDUCATIONAL ATTAINMENT:	
High School or less	17.1%
Some College	42.7%
Bachelor Degree	39.0%
Master's Degree	1.2%
Law Degree	0.0%
Doctorate Degree	0.0%

GENDER:	
Male	8.8%
Female	91.2%

MARITAL STATUS:	
Single	48.4%
Married	51.6%

RACE/ETHNICITY:	
Black	15.4%
Hispanic	6.6%
White	73.6%
Other	4.4%

AVERAGE AGE: 36

AVERAGE SALARY 1991:	**$18,499**	**SALARY PERCENTILES**
AVERAGE SALARY 1988:	$15,639	80% -- $22,000
PERCENTAGE INCREASE:	18.3%	60% -- $18,700
AVERAGE ANNUALIZED INCREASE:	5.8%	40% -- $17,000
(Sample size = 94)		20% -- $15,304

Using Percentiles: Percentiles describe the distribution of salaries around the average. For example, sixty percent of all State Office Assistants are between the 20th and the 80th percentiles; their salaries range from $15,304 to $22,000. Percentiles also describe where an individual stands relative to others in the same job. For example, a State Office Assistant making $18,700 earns more than sixty percent of all State Office Assistants.

STATE OFFICE ASSISTANT

State Office Assistants receive the lowest average salary of state positions and the second lowest average salary of all Senate staff positions.

Average tenure in position has decreased from 4.1 to 3.4 years, a 17 percent decrease. Work experience in Congress has also decreased from 4.5 to 3.9, a 13 percent decrease.

State Office Assistants have the second lowest proportion of college degrees of all positions in our study. Nonetheless, more than 40 percent have at least a bachelor's degree.

This position is second only to Computer Operator in minority representation. Almost 26 percent of State Office Assistants are minorities, twice the overall average.

REGRESSION ANALYSIS

Variable	Dollar Estimate	Beta
Base Salary	+ 6,994	n.a.
Years in Current Position	+ 471	.35
Prior Years Congressional Experience	+ 732	.21
Years of Non-Congressional Experience	+ 3	.00
Years of Education	+ 565	.16
Level of Job Responsibility	+ 1,581	.16
Age	- 35	-.08

See pages 33-35 for information on using dollar estimates and interpreting beta values.

As the only variable with a beta value over .25, **years in current position** moderately influenced salaries for State Office Assistants.

OTHER POSITIONS

Several positions were not included in the previous section because there were not enough people reported in these positions to conduct a valid statistical analysis. These positions are profiled below:

General Counsel

Defined as one who "provides legal advice on legislation and other policy matters," 18 people were reported to hold this position. Salaries ranged from less than $20,000 to more than $75,000 with an average salary of about $55,000. Most staff in this position hold law degrees. Their average age is 44. Almost half have been in their job for less than one year but half have worked in Congress for more than five years. They average more than 15 years of non-Congressional work experience.

Research Assistant

Defined as one who "provides legislative research support for the Legislative Director, Legislative Assistants, and Legislative Correspondents," 25 people were reported to hold this position. Salaries ranged from less than $18,000 to more than $45,000 with an average salary of about $23,000. Most staff in this position hold bachelor's degrees. Their average age is 28. More than half have been in their job for less than one year and have worked in Congress for two years or less.

Special Assistant

Defined as one who "provides advice to Senator and assistance to staff in a specific area, such as agriculture, health care, or constituent services," 15 people were reported to hold this position. Salaries ranged from less than $12,000 to more than $70,000 with an average salary of about $26,000. Most staff in this position hold bachelor's degrees. Their average age is 37. They average 4.0 years in their current position, 5.6 years in Congress, and 9.0 years outside of Congress.

Projects Director

Defined as one who "assists in obtaining federal and private funding and addresses needs of State and local governments and other constituents," 16 people were reported to hold this position. Salaries ranged from less than $23,000 to more than $55,000 with an average salary of about $39,000. Most staff in this position hold bachelor's degrees. Their average age is 33. They average 2.4 years in their current position, 5.0 years in Congress, and 7.2 years outside of Congress.

Washington Caseworker

Based in the Washington office and defined as one who "handles constituent casework: meets/talks with constituents, contacts agencies, and notifies constituents of case resolution," 22 people were reported to hold this position. Salaries ranged from less than $21,000 to more than $50,000 with an average salary of about $33,000. Most staff in this position hold bachelor's degrees. Their average age is 41. They are among the most experienced Congressional staff with an average 8.5 years in their current position, 12.4 years in Congress, and 4.7 years outside of Congress.

CONCLUSIONS

The regression analyses we conducted for this report provide descriptive information about variables that affect pay. Regression analysis does not demonstrate that these are the variables that offices *should* use, nor does it explain why certain variables are related to pay while others are not. In this section of the report we summarize our findings and offer interpretations and explanations of the data.

The variable most frequently related to salary was **years in current position**. Years in position substantially influenced pay (that is, the beta value exceeded .50) in three of the 21 positions and it moderately influenced pay (the beta value was between .26 and .50) in an additional 13 positions. In only five positions was time in position unrelated to salary (beta value was less than .26). This result is not surprising. On-the-job experience is highly valued in Congress and, as we would expect, offices are willing to pay higher salaries to staff who stay in their job longer and acquire greater expertise.

Prior experience in Congress was a substantial influence in two positions and a moderate influence in five positions. Most of the position in which prior Congressional experience influenced salaries were administrative. For example, the salaries of Office Managers, Washington Office Assistants, Systems Administrators, and Correspondence Directors were influenced by prior experience. It may be that prior experience in Congress is valued more highly when the quality of the experience closely matches a staffer's current position. Administrative staff may have held the same position in another office.

Non-Congressional work experience was the third most common variable influencing pay. It was a substantial influence for Washington Office Assistants and a moderate influence for five other positions. Most of the positions were administrative. This pattern is intuitively logical. Many administrative skills are readily transferable across employers in the public and private sectors. It is not unreasonable to expect that Senate offices would pay more to staff who have developed desired skills. Interestingly, for Correspondent Assistants, the more outside experience, the lower their pay all other factors being equal. We can offer no compelling explanation for this finding.

Education influenced pay moderately in five positions. We are surprised by this result; we had expected that offices would pay higher salaries to staff with more education. It is the case, however, that staff in higher paying positions have more education. It appears that offices are using educational attainment to select candidates for a position but not to determine salaries. Having an advanced degree, for example, makes it more likely that one will acquire a higher paying job but generally won't provide for a higher salary compared to others in that job without an advanced degree.

Age substantially influenced the salaries of Correspondence Assistants and was a moderate influence for three other positions. At first glance, it may appear that offices are discriminating on the basis of age. On the other hand, it may be that age is representing factors that we did not attempt to measure directly, such as loyalty to the Member, greater maturity, or better judgment.

Level of responsibility within a job had a moderate on pay for Executive Assistants and Correspondence Assistants. Unlike the other variables, this variable is subjective and probably less accurately measured. It is unsurprising that it did not appear as significant in more positions.

Finally, we found that the variables we studied explained a greater percentage of the salary differences for Washington staff than for state staff. The factors that determine or affect pay for Washington positions tend to be more clear cut and measurable. State staff pay may be more strongly determined by difficult to measure variables or by variables not included in our survey, such as performance, loyalty, and detailed knowledge of state politics.

EMPLOYEE BENEFITS

OFFICE POLICIES ON EMPLOYEE BENEFITS

Certain benefits for Congressional staff are subject to the discretion of Members of Congress. We asked offices to describe their policies for two categories of benefits that vary by Member: policies affecting pay raises and bonuses and pol'cies affecting paid and unpaid leave. We also asked if office benefit policies were in written form. For each question below, we provide the overall response and disaggregate the responses by Senators' party affiliation and term in the Senate.

Raise and Bonus Policies

Are cost-of-living-adjustments (COLAs) automatically passed on to all staff?

	Always	Sometimes	Never
Overall	52%	34%	14%
By Party			
Democrat	65%	28%	6%
Republican	32%	43%	26%
By Term			
1st term	56%	30%	14%
2nd term	55%	22%	22%
3rd term	37%	51%	12%
4th +	70%	20%	10%

Half of the Senate offices in our survey report that COLAs are always passed on to staff and 86 percent pass on COLAs at least sometimes. In 1988, 88 percent of Senate offices passed on COLAs and in 1987 54 percent of House offices did so.

Democratic offices are more likely to pass on COLAs than are Republican offices. No pattern emerged by Senator tenure.

In the federal agencies COLAs are always passed on to employees.

Does your office have a merit raise system?

	Yes	No	Unknown
Overall	53%	45%	2%
By Party			
Democrat	40%	57%	3%
Republican	74%	26%	0%
By Term			
1st term	54%	46%	0%
2nd term	77%	22%	0%
3rd term	42%	52%	6%
4th +	50%	50%	0%

Does your office have a merit bonus system?

	Yes	No	Unknown
Overall	27%	67%	6%
By Party			
Democrat	16%	77%	7%
Republican	44%	51%	4%
By Term			
1st term	31%	69%	0%
2nd term	0%	77%	22%
3rd term	39%	56%	6%
4th +	30%	70%	0%

Merit raise and bonus systems are used by one-half and one-quarter of Senate offices. Republican offices, which were far less likely than Democratic offices to pass on COLAs, are much more likely to use a merit system. Again, no clear pattern emerged in member tenure.

Merit policies are more common now than on our Senate survey in 1988, which combined merit bonus and raise policies. At that time, only forty-one percent of offices reported using any type of merit system. Fifty-two percent of House offices used a merit system in 1987.

The federal agencies categorize employees as non-merit pay employees and merit pay employees. Merit employees occupy grade 13 through 15 positions and have supervisory responsibilities or make decisions or recommendations which substantially impact the management of his or her unit. Increases in pay within a grade are based primarily on performance. Non-merit pay employees also must perform at an acceptable level of competence to receive a within-grade increase. Prior to 1985, non-merit employees received increases primarily as a function of tenure. As of 1985, their pay increases are tied more closely to performance. There are also cash awards for outstanding performance within one's job description for both types of employees and special cash awards for suggestions or accomplishments outside of one's job description.

LEAVE POLICIES

Vacation Leave

Minimum vacation leave earned by all full-time staff in an office, in days per year.

	1-10	11-15	16-20	Unknown
Overall	26%	45%	25%	4%
By Party				
Democrat	22%	41%	34%	3%
Republican	33%	50%	13%	4%
By Term				
1st term	21%	58%	16%	5%
2nd term	56%	11%	22%	11%
3rd term	22%	56%	22%	0%
4th +	20%	30%	50%	0%

Maximum vacation leave that can be earned annually by full-time staff, in days per year.

	1-10	11-15	16-20	21+	Other
Overall	4%	25%	48%	13%	11%
By Party					
Democrat	0%	22%	56%	13%	9%
Republican	8%	29%	38%	13%	13%
By Term					
1st term	11%	21%	47%	11%	11%
2nd term	0%	22%	56%	0%	22%
3rd term	0%	33%	44%	17%	6%
4th +	0%	20%	50%	20%	10%

Maximum vacation leave that can be accrued by full-time staff in an office, in days.

	None	1-10	11-20	21+	Other
Overall	26%	18%	13%	25%	19%
By Party					
Democrat	31%	16%	13%	22%	18%
Republican	21%	21%	13%	29%	16%
By Term					
1st term	21%	26%	16%	21%	16%
2nd term	22%	22%	0%	11%	44%
3rd term	39%	6%	6%	39%	10%
4th +	20%	20%	30%	20%	10%

Several offices have policies that defy easy categorization; these have been grouped under the heading "other." Typically these policies involve a formula that ties additional vacation to tenure.

Do staff with longer tenure in your office earn additional vacation time?

	Always	Sometimes	Never
Overall	53%	3%	44%
By Party			
Democrat	47%	6%	47%
Republican	62%	0%	38%
By Term			
1st term	47%	5%	49%
2nd term	89%	0%	11%
3rd term	47%	5%	47%
4th +	40%	0%	60%

Do staff with longer tenure in Congress, though not accumulated in your office, earn additional vacation time?

	Always	Sometimes	Never	Unknown
Overall	5%	14%	79%	2%
By Party				
Democrat	3%	16%	77%	4%
Republican	8%	11%	80%	0%
By Term				
1st term	0%	16%	84%	0%
2nd term	33%	11%	44%	11%
3rd term	0%	10%	90%	0%
4th +	0%	20%	80%	0%

About two-thirds of Senate offices provide a minimum of 2-3 weeks of vacation leave. Another 25 percent provide for up to 4 weeks of vacation. Staff with longer tenure in the office earn additional vacation in about half of the offices. Few Senate offices, however, recognize service in another Congressional office for purposes of awarding vacation time.

Democratic offices are slightly more generous in vacation policies than Republican offices. No clear pattern emerges when disaggregating offices by Member tenure.

We have summarized vacation policies for four other types of employers in the following table: federal executive agencies, state and local governments, large and medium-sized private firms (generally 100 or more employees), and small private firms.[1]

Comparative Vacation Policies

	(Average Annual Days of Vacation)			
Years of Service	Federal Government	State & Local Government	Large Private	Small Private
1	13	12	9	
3	20			
5				12
10			17	
15	26			
20		21	20	
Percent of Employees Earning Paid Vacation Leave	100%	72%	97%	76%

[1] Sources for this information include: Communication with OPM or the Office of Personnel Management; U.S. Bureau of Labor Statistics, *Employee Benefits in State and Local Government, 1987*; May 1988; *Employee Benefits in Medium and Large Firms, 1989*, June 1990; and unpublished data from a forthcoming publication on employee benefits in small firms; and U.S. Chamber of Commerce, *Employee Benefits*, 1990 edition.

The federal agencies, which Senate offices most closely resemble, have relatively generous leave policies. All employees start at 13 days annually and earn 20 days after 3 years of service. Furthermore, an employee's years of federal service are transportable from agency to agency. Most federal employees may accumulate up to 30 days of annual leave. Annual leave accumulated in excess of this amount is forfeited, with some exceptions made for extenuating circumstances.

State and local governments are substantially less generous. Only 72 percent of these employees are eligible for paid vacation leave and those who do earn vacation earn less than federal employees.

Medium and large private firms are similar to the federal government in the proportion of employees eligible for paid vacation. They are, however, less generous in the average number of vacation days and in the years of service necessary to earn more vacation.

Small private firms resemble state and local governments in the number of eligible employees and in the average vacation earned.

SICK LEAVE

Minimum sick leave earned by all full-time staff in an office, in days per year.

	5-10	11-15	As Needed	Other
Overall	23%	20%	44%	13%
By Party				
Democrat	16%	22%	47%	15%
Republican	33%	17%	42%	8%
By Term				
1st term	37%	16%	42%	5%
2nd term	11%	22%	44%	22%
3rd term	22%	22%	44%	11%
4th +	10%	20%	50%	20%

Maximum sick leave that can be earned annually by full-time staff, in days per year.

	5-10	11-15	20-30	As Needed	Other
Overall	18%	18%	4%	44%	16%
By Party					
Democrat	13%	25%	0%	47%	15%
Republican	25%	8%	8%	42%	17%
By Term					
1st term	32%	11%	5%	42%	10%
2nd term	11%	11%	0%	44%	33%
3rd term	17%	22%	0%	44%	17%
4th +	0%	30%	10%	50%	10%

Maximum sick leave that can be accrued by full-time staff in an office, in days.

	None	1-10	11-20	As Needed	Other
Overall	18%	5%	7%	54%	16%
By Party					
Democrat	16%	0%	6%	63%	15%
Republican	21%	13%	8%	42%	16%
By Term					
1st term	16%	5%	16%	53%	10%
2nd term	22%	0%	0%	44%	33%
3rd term	11%	11%	6%	56%	16%
4th +	30%	0%	0%	60%	10%

Do staff with longer tenure earn additional sick leave?

	Always	Sometimes	Never	Unknown
Overall	2%	6%	87%	5%
By Party				
Democrat	0%	8%	83%	9%
Republican	4%	4%	92%	0%
By Term				
1st term	5%	0%	95%	0%
2nd term	0%	0%	78%	22%
3rd term	0%	20%	76%	4%
4th +	0%	0%	100%	0%

Many Senate offices have flexible, somewhat informal policies on sick leave. The most common policy is "as needed." Forty-four percent of the offices in our study follow this policy. About one-fourth of the offices provide for a minimum of one to two weeks and one-fifth provide for about three weeks. Very few offices have policies that provide additional sick leave for staff with more tenure and, consequently, the maximum annual sick leave granted to employees differs only slightly from the minimum. These policies are virtually identical to Senate offices' sick leave policies in our 1988 study.

In comparison, all federal civilian employees receive 13 days sick leave annually. Employees do not earn additional leave as their tenure increases and they may accumulate an unlimited amount of sick leave.

Direct comparisons with the private sector are difficult because increasing numbers of employers are shifting away from traditional categories of employee leave to cafeteria-style plans. In medium and large private sector firms, paid sick leave is given to about three-quarters of employees. Twenty-two percent of employees also receive "personal leave."[2]

[2] U.S. Bureau of Labor Statistics, *Employee Benefits in Medium and Large Firms, 1989*, June 1990; U.S. Chamber of Commerce, *Employee Benefits*, 1990 edition.

Parental Leave

Paid maternity leave, in weeks.

	None	4-6	8-12	13-16	No Policy	Other
Overall	4%	43%	30%	2%	5%	16%
By Party						
Democrat	6%	44%	28%	3%	6%	13%
Republican	0%	42%	33%	0%	4%	21%
By Term						
1st term	11%	37%	21%	5%	11%	16%
2nd term	0%	33%	33%	0%	0%	33%
3rd term	0%	50%	39%	0%	6%	6%
4th +	0%	50%	30%	0%	0%	20%

Unpaid maternity leave, in weeks.

	None	4-6	8-12	13-20	No Policy	Other
Overall	9%	11%	9%	2%	7%	63%
By Party						
Democrat	9%	6%	9%	3%	9%	63%
Republican	8%	17%	8%	0%	4%	63%
By Term						
1st term	11%	5%	16%	5%	11%	53%
2nd term	11%	22%	0%	0%	0%	67%
3rd term	6%	11%	6%	0%	11%	67%
4th +	10%	10%	10%	0%	0%	70%

Paid paternity leave, in weeks.

	None	<=2	6-8	9+	No Policy	Other
Overall	13%	39%	11%	4%	11%	23%
By Party						
Democrat	9%	47%	9%	3%	13%	19%
Republican	17%	29%	13%	4%	8%	29%
By Term						
1st term	21%	47%	0%	5%	16%	11%
2nd term	22%	22%	11%	0%	0%	44%
3rd term	0%	39%	22%	0%	11%	28%
4th +	10%	40%	10%	10%	10%	20%

Unpaid paternity leave, in weeks.

	None	4-6	8-12	Other	No Policy	Other
Overall	20%	2%	5%	63%	11%	52%
By Party						
Democrat	19%	0%	6%	62%	13%	53%
Republican	21%	4%	4%	63%	8%	50%
By Term						
1st term	26%	0%	11%	47%	16%	42%
2nd term	33%	0%	0%	67%	0%	67%
3rd term	11%	0%	6%	73%	11%	56%
4th +	10%	10%	0%	70%	10%	50%

Parental leave is readily available in Senate offices. More than 40 percent of office provide a minimum of 4 weeks paid maternity leave and 30 percent provide for at least 8 weeks. Thirty-nine percent provide for up to 2 weeks of paid paternity leave. Only 4 percent have explicit policies against paid maternity leave; for paternity leave, the figure is 13 percent. About one-fifth of offices have flexible, informal "as needed" or "negotiable" parental leave policies.

"As needed" and "negotiable" policies, grouped under the Other heading in the tables above, are the most common for unpaid parental leave with few offices specifying a maximum amount of unpaid leave.

Maternity leave policies are relatively unchanged from our 1988 study. Seventy-eight percent of Senate offices offered paid maternity leave and, of those, half provided for 4-6 weeks. Paternity leave, in contrast, has become more common. Only 41 percent of Senate offices provided paid paternity leave in 1988 whereas at least 55 percent did so this year.

Senate offices tend to be much more generous in parental leave policies than other types of employers. The federal government does not offer parental leave; employees use vacation and sick leave and can take leave without pay.

Paid parental leave is rare in state and local governments. Unpaid maternity leave is available to 57 percent of state and local government employees and unpaid paternity leave is available to 30 percent. The amount of unpaid leave varies dramatically; about half of these employees can take 6-12 months.

Paid parental leave is rare in the private sector: only 3 percent of employees in medium and large firms may take paid maternity leave and only 1 percent may take paid paternity leave. Unpaid leave is much more common with maternity leave available to 37 percent and paternity leave available to 18 percent. The average length of unpaid leave is 20 weeks.

In small firms, 17 percent of full-time employees can receive unpaid maternity leave and 8 percent can receive unpaid paternity leave. Paid leave is rare.

Written Benefits Policies

Are your office's staff benefit policies in written form?

	Yes	No	Unknown
Overall	75%	23%	2%
By Party			
Democrat	76%	24%	0%
Republican	73%	23%	4%
By Term			
1st term	71%	29%	0%
2nd term	89%	0%	11%
3rd term	82%	18%	0%
4th +	60%	40%	0%

Three-quarters of the offices in our survey reported having written office policies. This is an increase from 68 percent in our 1988 Senate survey. In our 1987 House survey, 60 percent of offices reported having written benefits policies. In all three of these surveys the most senior Members' offices are the least likely to have written policies. It would appear that written policies will become even more common as senior Members gradually leave Congress.

COMPARISON OF SENATE & HOUSE STAFF

COMPARISON OF SENATE AND HOUSE STAFF

	Average Salary		Average Position Tenure		Average Congressional Tenure		Average Age		% With Bachelor Degree		% With Graduate Degree	
	Senate	House*	S	H	S	H	S	H	S	H	S	H
Administrative Assistant	81,349	65,557	3.5	4.5	9.2	9.5	42	38	96	91	42	47
Legislative Director	65,801	43,037	2.9	3.3	7.7	6.6	38	32	100	98	69	41
State/District Director	60,874	43,853	4.3	5.5	7.7	7.5	42	44	87	73	27	16
Press Secretary	53,429	35,868	2.8	2.4	5.4	3.5	36	30	96	97	26	16
Office Manager	46,538	31,178	4.8	4.1	11.6	7.7	40	36	77	80	15	6
Legislative Assistant	40,861	28,147	3.1	2.2	5.2	3.3	33	26	99	99	43	20
Washington Caseworker	32,510	29,678	8.5	4.1	12.4	8.3	41	36	70	71	5	0
Field Representative	27,000	26,865	3.8	4.5	4.8	4.7	39	39	74	71	11	8
State Caseworker	23,513	22,395	4.3	4.1	5.7	4.8	37	38	68	61	5	4
Computer Operator	22,774	21,669	4.3	2.8	9.2	4.9	34	27	26	68	0	3
Receptionist	20,115	19,708	1.8	1.5	2.0	1.9	27	23	79	82	1	1
State Office Secretary	18,499	18,692	3.4	3.8	3.9	4.0	36	38	40	33	1	0
Senate offices typically staff the following positions separately while House offices typically combine each pair into one position.												
Executive Assistant	45,881	33,749	6.6	4.1	12.0	4.7	44	36	69	68	4	3
Scheduler	34,399		3.7		6.2		32		80		5	
Legislative Correspondent	20,996	20,575	1.3	1.6	1.8	2.4	25	24	98	95	6	4
Legislative Aide	23,418		1.3		2.9		28		96		4	
Correspondence Director	28,032	24,775	4.2	3.0	8.5	5.5	34	27	71	61	7	1
Systems Administrator	30,014		4.1		8.2		31		66		0	

* 1991 House salaries were estimated by multiplying the average salaries from CMF's 1990 House study by the January 1991 cost of living adjustment of 4.1 percent.

Senate and House Staff Comparisons

The following analysis compares House and Senate staff within positions by salary, tenure in position, tenure in Congress, age, and education. Senate and House offices have 12 positions that are directly comparable and several more that Senate offices tend to staff separately while House offices tend to combine the functions into one position.

Salaries

Salaries are similar for positions that average less than $30,000 in both the House and Senate. Among higher paying positions, Senate staff receive substantially higher salaries than their House counterparts. Among the six highest paying, directly comparable positions:

- AAs are paid 24 percent more in the Senate;
- LDs are paid 53 percent more in the Senate;
- State Directors are paid 39 percent more in the Senate;
- Press Secretaries are paid 49 percent more in the Senate;
- LAs are paid 45 percent more in the Senate; and
- Office Managers are paid 49 percent more in the Senate.

Tenure in Position

No clear pattern emerges when comparing Congressional staff on job tenure. In the three highest paying positions, House staff have higher average job tenure than their Senate counterparts. Among Press Secretaries, Legislative Assistants, and Office Managers, however, Senate staff have more time on the job.

One of the most notable differences of job tenure is the position of Washington Caseworker, in which Senate staff have average tenure more than twice as long as their counterparts in House offices.

Tenure in Congress

Senate staff are much more likely to have more tenure in Congress than their House counterparts. In three of the four highest paying positions -- Legislative Director, State Director, and Press Secretary -- Senate staff have longer Congressional tenure. In only two of the 12 directly comparable positions do House staff have longer tenure and the differences are slight.

In comparison with staff positions in the House:

- Senate Computer Operators have 87 percent more tenure in Congress;
- Senate Legislative Assistants have 58 percent more tenure in Congress;
- Senate Office Managers have 51 percent more tenure in Congress;
- Senate Washington Caseworkers have 49 percent more tenure in Congress; and
- Senate Press Secretaries have 54 percent more Congressional experience.

Average Age

In many positions, Senate staff tend to be older -- as much as seven years -- than their House counterparts. Only among state and district positions are House staff older than Senate staff, and then only by one or two years. The positions with the largest differences are Legislative Assistant and Computer Operator; in both cases, Senate staff are an average of seven years older. Positions in which Senate staff average six years older include Legislative Director and Press Secretary, two of the four highest paying positions.

Educational Attainment

Virtually no differences exist between House and Senate staff when comparing the proportion of staff who hold at least a bachelor's degree. Only among Computer Operators is there is substantial difference, in which 68 percent of House staff have bachelor's degree compared to only 26 percent of their Senate counterparts.

When the comparison is narrowed to those holding graduate degrees, Senate staff have substantially greater educational attainment in five of the 12 directly comparable positions. Moreover, these positions include five of the six highest paying jobs: Legislative Director, State/District Director, Press Secretary, Office Manager, and Legislative Assistant. Among Administrative Assistants, the highest paying position, House staff are slightly more likely to hold advanced degrees.

Conclusions and Hypotheses

Approximate parity exists between House and Senate staff for salaries with an average salary of less than $30,000 while for higher paying positions Senate staff earn up to 50 percent more than their House counterparts.

What accounts for this pattern? Our analyses collect information that describes current employment practices in the House and Senate but does not explain conclusively the patterns that exist. Consequently, we have provided several hypotheses that are generally consistent with a portion of the data. None of these hypotheses, however, are consistent with all of the data.

Age and Experience. The conventional wisdom is that Senate staff are older and more experienced; in fact, this is generally true. Senate staff are older than House staff in most positions and, for about half of the positions, have more Congressional experience although not more job experience.

Responsibility. Senate staff in certain positions have more responsibility than their House counterparts. Senate AAs, for example, supervise more staff. Senate LDs need to coordinate staff work on a broader range of issues.

Specialization. Specialists tend to be more highly compensated than generalists and Senate staff are more likely to be specialists. Senate LAs, for example, cover fewer issues than their House counterparts and may be expected to be more knowledgeable on a given issue.

Flexibility. Several lower-paying positions that are staffed separately in Senate offices are combined in House offices. Consequently, House staff may be valued for their ability to perform different tasks. If so, this would offset specialization among Senate staff and explain the approximate parity in salary among lower paying positions.

Inequity. A final hypothesis is that the differences are due to inequity and either should not exist or should be smaller in scale.

APPENDICES

APPENDIX A

State Population Categories

Senate offices receive different amounts of money for staff salaries with a portion of the money determined by state population. Offices receive additional funds for each million residents or fraction thereof. For fiscal year 1991, Senate offices representing states with less than one million residents received $847,000 for staff salaries. At the high end of the range, offices representing states with more than 28 million people received $1,836,000. For purposes of reporting data, we grouped states into four categories using population figures from the 1990 census. Our categories and the states in each are as follows:

1. **Up to 2 million people:** Alaska, Delaware, Hawaii, Idaho, Maine, Montana, Nebraska, Nevada, New Hampshire, New Mexico, North Dakota, Rhode Island, South Dakota, Utah, Vermont, West Virginia, and Wyoming.

2. **2 to 5 million people:** Alabama, Arizona, Arkansas, Colorado, Connecticut, Iowa, Kansas, Kentucky, Louisiana, Maryland, Minnesota, Mississippi, Oklahoma, Oregon, South Carolina, Tennessee, Washington, and Wisconsin.

3. **5 to 10 million people:** Georgia, Indiana, Massachusetts, Michigan, Missouri, New Jersey, North Carolina, and Virginia.

4. **More than 10 million people:** California, Florida, Illinois, New York, Ohio, Pennsylvania, and Texas.

APPENDIX B

Geographical Regions

South	Rocky Mountain	New England	Plains
Alabama	Arizona	Connecticut	Iowa
Arkansas	Colorado	Maine	Kansas
Florida	Idaho	Massachusetts	Minnesota
Georgia	Montana	New Hampshire	Nebraska
Louisiana	Nevada	Rhode Island	North Dakota
Mississippi	New Mexico	Vermont	South Dakota
North Carolina	Utah		
South Carolina	Wyoming		
Tennessee			
Texas			
Virginia			

Midwest	Mid-Atlantic	Border	Pacific Coast
Illinois	Delaware	Kentucky	Alaska
Indiana	New Jersey	Maryland	California
Michigan	New York	Missouri	Hawaii
Ohio	Pennsylvania	Oklahoma	Oregon
Wisconsin		West Virginia	Washington

APPENDIX C

Cost of Living Differences: The ACCRA Cost of Living Index

A factor that offices may wish to consider in their salary policies is the cost of living in any given locale. About two-thirds of Senate staff live and work in the Washington, D.C. metropolitan area while the other third are scattered across the country. The cost of living can vary dramatically between Washington and cities where state offices are located or even between cities within a state. The American Chamber of Commerce Researchers Association produces the *ACCRA Cost of Living Index* to provide a reasonably accurate measure of living cost differences among more than 290 urban areas. The *Index* measures relative price levels for goods and services in different areas at a given point in time. The *Index* does not measure inflation. The *Index* provides information for a "midmanagement" standard of living.

The ACCRA survey depends upon staff or volunteers from local chamber of commerce organizations to report the necessary data. Unfortunately, a number of larger metropolitan areas do not participate in the survey; no comparable information is available for them. We have listed major metropolitan areas and cities where Senators have state offices. For more information, consult the *ACCRA Cost of Living Index*.

Using the Index

The average of all participating areas equals 100 and each area's index is read as a percentage of the average. Anchorage, for example, has a rating of 135.8, indicating that the cost of living in Anchorage is 35.8 percent higher than average. The ACCRA cautions that because its index is based upon a limited number of consumer goods and services, percentage differences between areas should not be treated as exact measures. Furthermore, small differences should not be construed as significant.

ACCRA Cost of Living Index
Fourth Quarter, 1990
(Copyright, ACCRA)

Average City, USA	**100.0**
Alabama	
Birmingham	100.9
Huntsville	100.0
Mobile	94.7
Montgomery	102.4
Alaska	
Anchorage	135.8
Fairbanks	134.0
Juneau	131.1
Arizona	
Phoenix	100.8
Tucson	100.7
Arkansas	
Fort Smith	90.7
Little Rock	95.9
California	
Anaheim-Santa Ana	129.8
Fresno	113.6
Los Angeles-Long Beach	123.9
Sacramento	110.8
San Diego	132.2
Colorado	
Colorado Springs	91.3
Denver	101.3
Grand Junction	93.6

Connecticut	
Hartford	123.5
Delaware	
Dover	107.9
Wilmington	117.7
District of Columbia	
Washington	128.4*
* 3rd Quarter, 1989	
Florida	
Jacksonville	96.6
Miami/Dade Co.	111.7
Orlando	102.5
Georgia	
Albany	95.3
Atlanta	101.9
Augusta	100.0
Columbus	93.7
Macon	99.3
Savannah	96.2
Waycross	94.8
Hawaii	
Hilo	133.7
Idaho	
Boise	98.8
Illinois	
Peoria	104.4
Springfield	99.6
Indiana	
Fort Wayne	93.7
Indianapolis	97.4
South Bend	94.0
Iowa	
Cedar Rapids	100.7
Dubuque	97.4
Sioux City	100.6
Waterloo-Cedar Falls	94.6
Kansas	
Wichita	97.3
Garden City	91.6
Kentucky	
Lexington	98.7
Louisville	94.2
Owensboro	95.2
Louisiana	
Monroe	101.2
New Orleans	98.1
Maryland	
Cumberland	96.1
Hagarstown	98.5
Massachusetts	
Springfield	119.1
Michigan	
Ann Arbor	115.5
Grand Rapids	104.8
Lansing	107.9
Midland	101.0
Marquette	100.4
Minnesota	
Minneapolis	101.2
St. Paul	102.1
Mississippi	
Hattiesburg	91.3
Missouri	
Jefferson City	91.1
Kansas City	95.2
St. Louis	97.8
Montana	
Bozeman	96.5
Nebraska	
Lincoln	94.2
Omaha	90.9
Scottsbluff-Gering	94.3
Nevada	
Carson City	102.9
Las Vegas	107.6
Reno-Sparks	103.4
New Hampshire	
Manchester	118.5

New Mexico	
Albuquerque	101.1
Las Cruces	97.9
Roswell	94.9
New York	
Albany	107.2
Buffalo	112.1
Nassau-Suffolk	152.6
Syracuse	102.2
North Carolina	
Asheville	104.1
Charlotte	100.1
Raleigh	94.9
Winston-Salem	97.9
North Dakota	
Bismarck	92.8
Ohio	
Cincinnati	103.5
Cleveland	106.5
Columbus	105.0
Youngstown	94.4
Oklahoma	
Oklahoma City	94.4
Tulsa	93.2
Oregon	
Portland	109.2
Salem	100.0
Pennsylvania	
Philadelphia	128.4
Pittsburgh	110.2
Wilkes-Barre	102.2
South Carolina	
Charleston	100.4
Columbia	100.9
Greenville	95.8
South Dakota	
Rapid City	94.8
Sioux Falls	91.9
Tennessee	
Chattanooga	92.7
Knoxville	92.6
Memphis	95.1
Nashville	98.9
Texas	
Dallas	103.4
El Paso	94.7
Houston	101.2
Lubbock	93.7
San Antonio	98.1
Utah	
Provo-Orem	93.2
Salt Lake City	94.6
Vermont	
Montpelier-Barre	120.3
Virginia	
Danville	96.1
Hampton Roads	103.3
Richmond	110.1
Roanoke	97.4
Washington	
Seattle	111.2
Spokane	97.8
West Virginia	
Charleston	99.3
Wisconsin	
Appleton	96.2
Eau Claire	96.2
Kenosha	100.4
Wausau	98.6
Wyoming	
Caspar	99.5
Laramie	96.2

APPENDIX D

Regression Statistics

We report the multiple R, F, and P statistics for each of the 21 positions we analyzed.

	R	F	P
Administrative Assistant	.4926	2.78	.0204
Legislative Director	.5807	3.56	.0061
Press Secretary	.7813	13.06	.0000
Office Manager	.7709	10.25	.0000
Executive Assistant	.7486	9.77	.0000
Legislative Assistant	.6761	39.42	.0000
Scheduler	.7181	5.85	.0003
Systems Administrator	.7167	6.34	.0001
Assistant to the AA	.8180	11.12	.0000
Correspondence Director	.6923	4.14	.0045
Washington Office Assistant	.7707	7.07	.0001
Deputy Press Secretary	.6294	5.03	.0005
Computer Operator	.6983	11.74	.0000
Legislative Correspondent	.6325	18.01	.0000
Receptionist	.8946	64.77	.0000
Correspondence Assistant	.7697	7.27	.0001
State Director	.4947	1.94	.1000
Regional Director	.4360	3.76	.0021
Field Representative	.4137	5.20	.0001
State Caseworker	.6400	27.17	.0000
State Office Assistant	.4581	3.85	.0019

U. S. SENATE STAFF SALARY AND DEMOGRAPHICS

JOB DESCRIPTION	LEVEL OF RESPONSIBILITY 1. Substantially more duties 2. About the same duties 3. Substantially fewer duties	ANNUAL 1991 SALARY EXCLUDING BONUSES	NUMBER OF YEARS IN CURRENT POSITION (round to nearest 6 months)	NUMBER OF YEARS IN CURRENT OFFICE (round to nearest 6 months)	NUMBER OF YEARS WORKING IN CONGRESS (round to nearest 6 months)	NUMBER OF YEARS OF NON-CONGRESSIONAL EXPERIENCE (round to nearest year)	EDUCATION 1. High School or less 2. Some College 3. Bachelors Degree 4. Masters Degree 5. Doctorate Degree 6. Law Degree	AGE	SEX 1. Male 2. Female	RACE/ ETHNICITY 1. Black 2. White 3. Hispanic 4. Other	MARITAL STATUS 1. Single 2. Married
WASHINGTON POSITIONS											
MANAGEMENT/ADMINISTRATIVE POSITIONS:											
1. Administrative Assistant/Chief of Staff: Top management staff person responsible for overall office functions; supervises staff and budget; advises Senator on political matters.											
2. Assistant/Secretary to Administrative Assistant: Assists AA in various administrative and management areas.											
3. Executive Assistant/Personal Secretary: Assists with Senator's personal requirements, including filing, correspondence, travel arrangements and bookkeeping.											
4. Office Manager/Administrative Director: Office administration that may include monitoring mail flow, office accounts, personnel administration, equipment, furniture, supplies and filing system.											
5. Office Assistant/General Assistant: Handles clerical responsibilities such as typing, filing, faxing and answering telephone.											

JOB DESCRIPTION	LEVEL OF RESPONSIBILITY 1. Substantially more duties 2. About the same duties 3. Substantially fewer duties	ANNUAL 1991 SALARY EXCLUDING BONUSES	NUMBER OF YEARS IN CURRENT POSITION (round to nearest 6 months)	NUMBER OF YEARS IN CURRENT OFFICE (round to nearest 6 months)	NUMBER OF YEARS WORKING IN CONGRESS (round to nearest 6 months)	NUMBER OF YEARS OF NON-CONGRESSIONAL EXPERIENCE (round to nearest year)	EDUCATION 1. High School or less 2. Some College 3. Bachelors Degree 4. Masters Degree 5. Doctorate Degree 6. Law Degree	AGE	SEX 1. Male 2. Female	RACE/ ETHNICITY 1. Black 2. White 3. Hispanic 4. Other	MARITAL STATUS 1. Single 2. Married
6. Receptionist: Front desk assignment--greets visitors, answers telephone, arranges general constituent requests and tours.											
7. Systems Administrator: Manages all hardware and software systems used by office; liaison with vendors and Senate Computer Center; responsible for in-house computer training.											
8. Correspondence Director/Mail Manager: Supervises opening, routing, and production of mail and all staff involved in these processes.											
9. Computer Operator/CMS Specialist: Responds to mail requiring personalized "form letter" responses; coordinates input and output of names, codes, paragraphs and mailing lists.											
10. Scheduler/Appointments Secretary: Schedules Senator; reviews and researches invitations; makes arrangements for appointments.											
11. Correspondence Assistant: Opens, logs and routes mail.											
LEGISLATIVE POSITIONS:											
12. Legislative Director: Directs legislative staff; serves as resource person for LAs; briefs Senator on all legislative matters; reviews constituent mail.											
13. General Counsel/Legislative Counsel: Provides legal advice on legislation and other policy matters.											

JOB DESCRIPTION	LEVEL OF RESPONSIBILITY 1. Substantially more duties 2. About the same duties 3. Substantially fewer duties	ANNUAL 1991 SALARY EXCLUDING BONUSES	NUMBER OF YEARS IN CURRENT POSITION (round to nearest 6 months)	NUMBER OF YEARS IN CURRENT OFFICE (round to nearest 6 months)	NUMBER OF YEARS WORKING IN CONGRESS (round to nearest 6 months)	NUMBER OF YEARS OF NON-CONGRESSIONAL EXPERIENCE (round to nearest year)	EDUCATION 1. High School or less 2. Some College 3. Bachelors Degree 4. Masters Degree 5. Doctorate Degree 6. Law Degree	AGE	SEX 1. Male 2. Female	RACE/ ETHNICITY 1. Black 2. White 3. Hispanic 4. Other	MARITAL STATUS 1. Single 2. Married
14. Legislative Assistant: Briefs Senator on votes and hearings; prepares legislation, speeches and record statements.											
15. Legislative Correspondent: Responsible for answering legislative correspondence.											
16. Research Assistant/ Legislative Aide: Provides legislative research support for LD, LAs and LCs.											
PRESS RELATIONS POSITIONS:											
17. Press Secretary/Communications Director: Senator's publicity director responsible for speaking with reporters, press releases, radio and TV spots, newspaper columns and speeches.											

JOB DESCRIPTION	LEVEL OF RESPONSIBILITY 1. Substantially more duties 2. About the same duties 3. Substantially fewer duties	ANNUAL 1991 SALARY EXCLUDING BONUSES	NUMBER OF YEARS IN CURRENT POSITION (round to nearest 6 months)	NUMBER OF YEARS IN CURRENT OFFICE (round to nearest 6 months)	NUMBER OF YEARS WORKING IN CONGRESS (round to nearest 6 months)	NUMBER OF YEARS OF NON-CONGRESSIONAL EXPERIENCE (round to nearest year)	EDUCATION 1. High School or less 2. Some College 3. Bachelors Degree 4. Masters Degree 5. Doctorate Degree 6. Law Degree	AGE	SEX 1. Male 2. Female	RACE/ ETHNICITY 1. Black 2. White 3. Hispanic 4. Other	MARITAL STATUS 1. Single 2. Married
18. Deputy/Assistant Press Secretary: Assists Press Secretary in range of media activities.											
OTHER WASHINGTON POSITIONS:											
19. Special Assistant: Provides advice to Senator and assistance to staff in a specific area, such as agriculture, health care or constituent services.											
20. Projects Director/Coordinator: Assists in obtaining federal and private funding and addresses needs of state and local governments and other constituents.											
21. Caseworker--Washington: Handles constituent casework: meets/talks with constituent, contacts agencies and notifies constituent of case resolution.											
STATE POSITIONS											
22. State Director: Manages all state offices; directs overall state office operation and work flow; represents Senator at meetings and events.											
23. Regional Director/Office Manager: Manages activities of a single state office; represents Senator at meetings and events; helps shape Senator's schedule in region.											

JOB DESCRIPTION	LEVEL OF RESPONSIBILITY 1. Substantially more duties 2. About the same duties 3. Substantially fewer duties	ANNUAL 1991 SALARY EXCLUDING BONUSES	NUMBER OF YEARS IN CURRENT POSITION (round to nearest 6 months)	NUMBER OF YEARS IN CURRENT OFFICE (round to nearest 6 months)	NUMBER OF YEARS WORKING IN CONGRESS (round to nearest 6 months)	NUMBER OF YEARS OF NON-CONGRESSIONAL EXPERIENCE (round to nearest year)	EDUCATION 1. High School or less 2. Some College 3. Bachelors Degree 4. Masters Degree 5. Doctorate Degree 6. Law Degree	AGE	SEX 1. Male 2. Female	RACE/ ETHNICITY 1. Black 2. White 3. Hispanic 4. Other	MARITAL STATUS 1. Single 2. Married
24. Field Representative: Represents Senator in meetings with local officials and constituent groups.											
25. Caseworker--State: Handles constituent casework: meets/talks with constituent, contacts agencies and notifies constituent of case resolution.											
26. State Office Assistant: Handles clerical responsibilities such as answering telephone, typing, filing and faxing.											
27. Other Key Staff: Please list any other positions not adequately described above.											

Please list any positions in your office in which staff are limited in the amount of time they may serve in the job and the maximum tenure allowed in those positions.

POSITION	MAXIMUM TENURE	POSITION	MAXIMUM TENURE

OFFICE POLICIES ON EMPLOYEE BENEFITS

1. Are cost-of-living adjustments automatically passed on to all staff? Always _____ Sometimes _____ Never _____
2. Does your office have a merit raise system? Yes _____ No _____
3. Does your office have a merit bonus system? Yes _____ No _____
4. Are your office's staff benefit policies in written form? Yes _____ No _____
5. Vacation and sick leave policies for full-time staff:
   - 5a. Do staff with longer tenure in your office earn additional vacation time? Always _____ Sometimes _____ Never _____
   - 5b. Do staff with longer tenure in Congress, though not accumulated in your office, earn additional vacation time? Always _____ Sometimes _____ Never _____
   - 5c. Do staff with longer tenure earn additional sick leave? Always _____ Sometimes _____ Never _____
   - 5d. Please enter the appropriate number of days in each space:

	NUMBER OF DAYS		
	Minimum earned annually by ALL staff	Maximum that can be earned annually	Maximum that can be accrued
Vacation Leave			
Sick Leave			

6. Parental leave policies: Please enter the appropriate number of weeks in each space.

	WEEKS OF LEAVE THAT ARE PAID	WEEKS OF LEAVE THAT ARE UNPAID
Maternity Leave		
Paternity Leave		

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The Congressional Management Foundation (CMF) is a nonprofit, nonpartisan educational organization dedicated to helping Members of Congress and their staff better manage their workloads. CMF is an independent organization that works with both Democratic and Republican offices and takes no position on policy matters. CMF simply advocates good government through good management. The Foundation does this by tailoring private-sector management tools to the congressional environment in three ways: reports and guidebooks, management training seminars, and office consultations.

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CMF researches topics of paramount importance to congressional office management and presents its findings in a straightforward, unbiased manner. CMF's publications include:

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- A Congressional Intern Handbook

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CMF's seminars attract AAs from hundreds of congressional offices each year. The topics, all specifically geared to congressional office needs, include: strategic planning, motivating staff and reducing staff turnover, time and paperwork management, managing the mail, personnel management, measuring office performance, and office communication. In addition, CMF occasionally conducts programs for the United States Information Agency that educate foreign visitors, such as foreign legislators, on the U.S. Congress.

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